



Manpower Standard

★ COMBAT SUPPORT FLIGHT

★ This Air Force Manpower Standard (AFMS) quantifies the manpower required to accomplish the tasks described in the process oriented description for varying levels of workload. This standard provides the manpower needed to support a Combat Support Flight during peacetime operations only. It applies to all locations where the Air Force is the agent managing and providing facilities for lodging, food services, military physical fitness, and library activities. It also provides readiness/planning and mortuary service. This AFMS does not apply to Air National Guard or Air Force Reserve bases. Also, Combat Support Flight elements undergoing cost comparison studies are exempt from application. Similarly, it will not apply to locations that have completed cost comparisons and remained in-house. This AFMS was developed in accordance with policies and procedures located in the following Air Force instructions and manuals: AFI 34-207, *Air Force Fitness Centers*; AFI 34-113, *Air Force Library and Information System*; AFI 34-401, *Food Service Management Program*; AFI 34-601, *Air Force Lodging Program Management*; AFMAN 34-237, *Air Force Fitness Center Operations*; AFMAN 34-405, *Food Service Program Management*; and AFMAN 38-208, *Air Force Management Engineering Program (MEP)*. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication**, through channels, to AFCQMI/MQBA, 550 E Street East, Randolph AFB, Texas 78150-4451.

★ **NOTE:** This standard applies to all CONUS bases and bases in PACAF and USAFE (designated as remote and isolated in accordance with AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation (MWR) and Nonappropriated Fund Instrumentalities*) supporting an assigned military population (Air Force plus other US Services).

★ SUMMARY OF CHANGES

This AFMS supersedes AFMS 45DX, 6 May 1996, AFMS 4675, 23 February 1987, and portions of AFMSs 45C0, 4 March 1994, and 45GX, 4 March 1994. It implements format changes to comply with SAF requirements. It also includes minor update changes to the process oriented descriptions, minor administrative changes in the overall layout of the AFMS, and renumbering of all paragraphs. Changes are identified with a star (★).

1. Core Composition. The Combat Support Flight provides quality transient lodging and food service operations, as well as, readiness planning and mortuary service. In addition, this flight provides facilities for and oversees fitness centers and library activities for Department of Defense (DoD) employees and their families and retired military personnel. This AFMS was developed for Combat Support Flights that perform major command- or higher-directed workload directly related to the base population serviced. However, a waiver was obtained to use weighted capacity for Lodging and a population adjustment factor for the Food Service element. Variances to the core based on mission, technology, and environment are quantified separately. Because of military essentiality, the skill and grade distribution of the flight must be adjusted to provide a minimum military/civilian mix of 75 percent military.

1.1. Responsibilities:

1.1.1. Combat Support Flight Chief (45DX). Responsible to the Services Squadron Commander for managing flight activities and providing administrative support to personnel assigned to subordinate elements within the flight.

1.1.2. **Lodging (45D5).** Manages contract quarters agreements and maintains on-base facilities to provide temporary and transient housing for DoD employees and their dependents performing official military duty. Maintains space-available transient housing to lodge active duty personnel, their dependents, and retirees not performing duty in an official capacity.

1.1.3. **Food Service (45D3).** Responsible for providing meals and rations to active duty enlisted personnel not receiving subsistence entitlements, personnel serving remote and isolated tours, and other military personnel serving under field and alert conditions and official temporary duty.

1.1.4. **Fitness Center (45D8).** Air Force Fitness Centers directly contribute to readiness by enhancing physical and mental fitness of military personnel. This is accomplished by providing a variety of fitness and sports programs and activities that enhance fitness and esprit de corps.

1.1.5. **Mortuary Affairs (45C0).** Responsible for providing mortuary service for the Services Squadron.

1.1.6. **Readiness/Plans (45C0).** Responsible for providing readiness/planning for the Services Squadron.

1.1.7. **Library (45G1).** Responsible for providing centers of access to knowledge and information essential to accomplish the Air Force mission and supporting professional military and voluntary education programs. Provides library facilities, resources, and services to enhance the quality of life for authorized customers.

2. Standard Data: See Attachments 2 through 8 for this information.

3. Application Instructions. Refer to Attachment 1 to identify if this AFMS applies to your location.

4. Statement of Conditions (SOC). See Attachments 2 through 8 for this information.

5. Operational Requirements. With HQ AFSV/SVX approval, those Combat Support Flights that deploy in support of operational requirements may be authorized a third officer billet. This position may be either the Lodging Manager, Fitness Center Director, or Food Service Officer. The third officer billet is not an increase in manpower and will be in lieu of a civilian (officer equivalent) or senior NCO authorization. Request for the third officer position should be forwarded to HQ AFSV/SVX with justification to include the trade-off position (civilian or military), identifying it by position number and grade.

JAMES M. JENKINS, Major, USAF
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Attachments

1. Applicability Matrix
2. Combat Support Flight Chief
3. Lodging
4. Food Service
5. Fitness Center
6. Mortuary Affairs
7. Readiness/Plans
8. Libraries

★APPLICABILITY MATRIX

APPLICABLE AFMS	45XA	45XB	45XC	45XD	45XE	45XF	45XG	45XH	45XI
Large Bases*	X	X	X	X	X			X	X
Medium Bases**	X			X	X	X		X	X
Small Bases***	X				X		X	X	X

*All bases supporting an assigned military population (Air Force and other US Services) above 5,000 and bases in PACAF and USAFE with an assigned military population above 1,000 designated as remote and isolated IAW AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrumentalities*.

**For all CONUS bases with an assigned military population from 1,000 to 5,000 and all overseas bases with an assigned military population up to 5,000 not otherwise designated as “large” bases.

***For all CONUS bases with an assigned military population below 1,000.

COMBAT SUPPORT FLIGHT CHIEF (45D0)

A2.1. Core Composition. Not applicable.

A2.2. Standard Data:

A2.2.1. **Approval Date.** July 1992

A2.2.2. **Man-hour Data Source.** Not applicable (Constant Manning).

A2.2.3. **Man-hour Equation.** Y = 1 position

A2.2.4. **Workload Factor.** Not applicable.

A2.2.5. Points of Contact:

A2.2.5.1. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826

A2.2.5.2. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A2.3. Application Instructions:

A2.3.1. **Core (fixed).** Y = 1 (constant manpower) Captain authorization. Consult the standard manpower table in Appendix B for skill and grade distribution.

★A2.3.2. **Variances.** Determine the manpower requirement for each approved variance in Appendix C that applies to the base undergoing application.

★A2.3.3. **Total.** Sum the results of paragraphs A2.3.1. and A2.3.2. above to determine the total whole manpower requirement.

★A2.4. **Statement of Conditions (SOC).** This position may be a civilian authorization. However, the offset for the civilian billet must be taken from the total number of civilian authorizations earned in the squadron/division. If a civilian authorization is used for the Flight Chief position, the officer billet may be used in other services' flights. To determine which positions in other flights may be authorized an officer billet, refer to the applicable AFMS.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

PROCESS ORIENTED DESCRIPTION

COMBAT SUPPORT FLIGHT CHIEF

MANAGES/ADMINISTERS WORK CENTER AND PERSONNEL (INCLUDES NONAPPROPRIATED FUND (NAF) EMPLOYEES):

A2A.1. DEVELOPS/APPROVES POLICY FOR SUBORDINATE FUNCTIONS.

A2A.2. REVIEWS/TAKES ACTION ON MANAGEMENT REPORTS/STATEMENTS.

A2A.3. CONDUCTS/DOCUMENTS WORK CENTER COMPLIANCE INSPECTION.

A2A.4. MONITORS TRAINING AND TRAINING REQUIREMENTS.

A2A.5. ENDORSES EVALUATION/PERFORMANCE REPORTS.

A2A.6. REVIEWS/COORDINATES ON POSITION DESCRIPTION.

A2A.7. RECOMMENDS/ADMINISTERS DISCIPLINARY ACTION.

A2A.8. APPROVES/DISAPPROVES IMPROVEMENT/RECOMMENDATION PACKAGE.

A2A.9. INVESTIGATES/RESOLVES EMPLOYEE GRIEVANCE OR COMPLAINT.

A2A.10. APPROVES/DISAPPROVES BASE PAPER OR BULLETIN ARTICLE.

A2A.11. PREPARES ON-THE-JOB INJURY AND COMPENSATION DOCUMENTS.

A2A.12. TRAVELS OR PHONES TO CHECK ON INJURED EMPLOYEE.

A2A.13. ORIENTATES NEWLY ASSIGNED PERSONNEL.

A2A.14. RECEIVES/ASSISTS VISITOR, INSPECTOR, OR OTHER OFFICIAL.

A2A.15. PREPARES FOR AND ATTENDS MEETINGS.

A2A.16. ENDORSES CIVILIAN ORDERS FOR LIMITED USE OF EXCHANGE.

A2A.17. INVESTIGATES CASH SHORTAGES/OVERAGES.

A2A.18. APPROVES/DISAPPROVES FUND SOLVENCY.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Combat Support Flight Chief/45D0			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Officer	34M3	*CAPT	1								
TOTAL			1								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★ *Officer-equivalent civilian grade may be substituted (See Attachment 2, paragraph 4, Statement of Conditions).											
TOTAL											

APPROVED VARIANCES

COMBAT SUPPORT FLIGHT CHIEF

A2C.1. Title. Positive Mission Variance for Information Management.

A2C.1.1. **Definition.** Responsible for publications, forms, security clearances, TDYs, and assignment of military personnel. Monitors awards, decorations, EPRs, and OPRs. Maintains all internal operating instructions, OPLANs, supplements to regulations, and USAFA regulations.

A2C.1.2. **Impact.** +1.000 constant manpower requirement.

A2C.1.3. **Applicability.** Applies to USAF Academy only. Add one Information Management Journeyman, AFSC 3A051 (civilian).

A2C.2. Title. Positive Mission Variance for Management of Programs, Construction, and Facility Projects.

A2C.2.1. **Definition.** Manages Services plans and related facility improvements, additions, construction, and changes to meet both base-level and MAJCOM responsibilities. Accomplishes all required plans, reports, and analyses required by MAJCOMs and forwards to AFSVA. Initiates, compiles, edits, and forwards all required needs assessments, environmental assessment coordination, marketing assessments, and others needed to support projects. Consolidates long-range plans from 23 separate elements. Attends and gives input on various master planning committees, project working groups, and the Facility Board Working Panel. Initiates and coordinates POM submission justification for Services with financial resources and Academy targets for Services.

A2C.2.2. **Impact.** +1.000 constant manpower requirement.

A2C.2.3. **Applicability.** Applies to USAF Academy only. Add one Services, AFSC 34M3 (civilian).

PROCESS ANALYSIS SUMMARY**COMBAT SUPPORT FLIGHT CHIEF****PROCESS TITLE****FRACTIONAL MANPOWER**

MANAGES/ADMINISTERS WORK CENTER AND
PERSONNEL (INCLUDES NONAPPROPRIATED
FUND (NAF) EMPLOYEES)

1.000

TOTAL FRACTIONAL MANPOWER**1.000**

LODGING (45D5)

A3.1. Core Composition. This AFMS was developed for a Lodging activity that provides quality transient lodging and is operational 24 hours/day, 7 days/week.

A3.1.1. **Core Manpower Required.** 14.208 (fractional manpower)

A3.1.2. **Core Range.** 7-38

A3.1.3. **Programming Factor.** Weighted bed spaces with a core workload factor requirement of 239-269 bed spaces.

A3.2. Standard Data:

A3.2.1. **Approval Date.** July 1992

A3.2.2. **Man-hour Data Source.** Workshop Measurement

A3.2.3. **Man-hour Equation.** $Y = 1020.662 + 5.161X$

A3.2.4. Workload Factors:

A3.2.4.1. **Title.** Weighted Bed Spaces.

A3.2.4.2. **Definition.** The weighted number of "adequate" on-base officer and enlisted transient bed spaces available for immediate occupancy plus the weighted number of Temporary Living Facilities (TLFs) available for immediate occupancy. **NOTE:** Don't count permanent party dormitory rooms.

A3.2.4.3. **Source.** Computerized DD Form 2085, **Unaccompanied Personnel Housing (UPH) Inventory and Utilization Data**, contained in the Services Information Management System (SIMS). For TLF information, use the SIMS Billeting TLF Occupancy Report from the Billeting Daily Manager's Reporting Feature.

A3.2.5. Points of Contact:

A3.2.5.1. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A3.2.5.2. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A3.3. Application Instructions:

★A3.3.1. **Transient Bed Spaces.** Obtain a 12-month summary of officer and enlisted occupancy from the Daily Manager's reporting feature of SIMS. Use the Lodging Officer/Enlisted Occupancy Percentages screen from the Daily Manager's Report to obtain the required data.

★A3.3.1.1. To determine the transient enlisted bed spaces, go to the Enlisted Quarters portion of the screen and multiply the number under the "Average" column for "Spaces Available" by the number under the "Average" column for "Occupancy %." This will provide the weighted bed spaces for enlisted transient quarters.

★A3.3.1.2. To determine the transient officers bed spaces, go to the Officer Quarters portion of the screen and multiply the number under the "Average" column for "Spaces Available" by the number under the "Average" column for "Occupancy %." This will provide the weighted bed spaces for officer transient quarters.

★A3.3.2. **TLFs.** Obtain a 12-month summary of TLFs occupancy from the Daily Manager's reporting feature of SIMS. Use the Lodging TLF/APQ Occupancy Percentages screen from the Daily Manager's Report to obtain the required data. To determine the TLFs, go to the TLF Quarters portion of the screen and multiply the number under the "Average" column for "Spaces Available" by the number under the "Average" column for "Occupancy %". This will provide the weighted bed spaces for TLF transient quarters.

A3.3.3. **Equation.** Sum the numbers computed above to obtain the total weighted occupancy capacity and use it as the "X" value. Compute the required element man-hours using the equation in paragraph A3.2.3 above.

A3.3.4. **Prime Knight.** If Prime Knight is an established program, add 52.55 man-hours (variance 1, Appendix C) to man-hours computed in the previous step. This is the total monthly man-hours.

A3.3.5. **Manpower.** Divide the monthly man-hour total by the applicable man-hour availability and overload factors. The answer will quantify the required fractional manpower. Use current rounding rules to determine required manpower.

A3.3.6. **Skill and Grade Distribution.** Determine skill and grade distribution using the Lodging Standard Manpower Table at Appendix B. Equivalent civilian grades may be substituted at any grade and skill level depicted on the Standard Manpower Table. The overall grade distribution of the flight must be adjusted to ensure it meets the military essentiality mix requirement of 75 percent military. The maximum number of authorizations earned by this AFMS for Lodging is 38.

A3.4. Statement of Conditions (SOC):

A3.4.1. **Automated Equipment.** The SIMS is a valuable asset that provides an effective and efficient means of documenting, retrieving, and storing Lodging management data. There are existing systems, even stand-alone computers, that provide a more rapid means to perform some actions; however, the SIMS advantage lies in its ability to enhance the manager's decision-making capability by integrating Lodging data with other informational sources within the Services community. Its primary disadvantage is reduced reliability in retaining data during power surges and outages caused by lightning strikes and violent thunderstorms. Most locations are not equipped with backup power packs and surge protectors. For this reason, the SIMS must be powered-down when storms are in the immediate vicinity which results in conducting operations "manually." Man-hours required to accomplish this procedure are included in the standard.

A3.4.2. **Delay.** Delay caused by storms and unscheduled downtime for training averaged less than 1.00 man-hour monthly. This is mainly because Front Desk Backup reports are run and printed every two hours in the event the SIMS is rendered inoperative. Therefore, the minimal delay time measured accounts for the average time to shut down unneeded equipment, coordinate with key personnel, and set up "manual" operations. This standard recognizes the total delay time experienced during measurement.

A3.4.3. **Personnel.** This function gains optimum proficiency, flexibility (in personnel assignments, gaining additional experience, and assisting during peak periods), efficiency, and effectiveness when individuals are rotated to different functional areas (e.g., accounting, reservations, front desk) within Lodging, and when the various functional areas are collocated.

A3.4.4. **Minimum Manning.** This standard provides for Lodging desk operations on a 24-hour-per-day basis. In computing day, swing, and mid-shift man-hours to man the front desk, Minimum Manpower Factor (MMF) computations were used in lieu of measured man-hours when the measured man-hours fell below 243.49 monthly man-hours per shift. Measured man-hours for the day and swing shifts were above the required minimum. Consequently, MMF computations were accomplished for mid-shift operations only and account for approximately 177.00 monthly standby man-hours per base. These man-hours were incorporated into the manpower standard. Less than 10% of the total daily transactions, on the average, are accomplished during the mid-shift tour of duty.

A3.4.5. **Levels of Service/Standards of Living.** Other than operating a front desk on a 24-hour-per-day basis, Lodging provides wake-up service, an assortment of amenities, sundry sales, vending machine operations, special distinguished visitor service, base locator service, lost and found service, and sets up contract quarters for customers, as required. Man-hours to accomplish this workload are included in the standard.

3.4.6. **Appropriated Funded (APF)/Nonappropriated Funded (NAF) Workload.** Current DoD regulations do not clearly differentiate between APF and NAF Lodging workload. This AFMS addresses the total required Lodging

workload. Maid and janitorial services are not included because they are NAF requirements. Man-hours earned through application of this standard represent APF workload.

Appendices

A - Process Oriented Description

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C - Variances

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PROCESS ORIENTED DESCRIPTION**LODGING****A3A.1. PROCESSES/CONTROLS STATEMENT OF NONAVAILABILITY:**

- A3A.1.1. RECEIVES REQUEST FROM VISITOR.
- A3A.1.2. VERIFIES CUSTOMER'S ELIGIBILITY.
- A3A.1.3. CHECKS TO ENSURE OPTIMAL USE OF AVAILABLE QUARTERS.
- A3A.1.4. APPROVES.
- A3A.1.5. GIVES APPROVED FORM TO TEMPORARY DUTY (TDY) TRAVELER.

A3A.2. PROCESSES MILITARY PAY ORDER (MPO):

- A3A.2.1. PREPARES MPO CONTROL LOG-TRANSMITTAL FORM.
- A3A.2.2. PREPARES/ATTACHES COVER LETTER AND DISTRIBUTES.
- A3A.2.3. FOLLOWS UP WHEN RECEIPT ACKNOWLEDGMENT EXCEEDS 30 DAYS.

A3A.3. INVENTORIES/REPLACES FACILITY KEYS:

- A3A.3.1. CHECKS MASTER FILE OF FACILITY KEYS.
- A3A.3.2. PREPARES REQUEST OR REPLACES MISSING KEYS.

A3A.4. MANAGES/ADMINISTERS WORK CENTER AND PERSONNEL:

- A3A.4.1. DEVELOPS/APPROVES POLICY FOR SUBORDINATE FUNCTIONS.
- A3A.4.2. REVIEWS/TAKES ACTION ON MANAGEMENT REPORTS/STATEMENTS.
- A3A.4.3. OVERSEES INSPECTION PROGRAM FOR SUBORDINATE WORK CENTER.
- A3A.4.4. CONDUCTS/DOCUMENTS WORK CENTER COMPLIANCE INSPECTION.
- A3A.4.5. MAINTAINS NAF- AND APPROPRIATED-FUNDED MANNING DOCUMENT.
- A3A.4.6. MONITORS TRAINING AND MEETS TRAINING REQUIREMENTS.
- A3A.4.7. PREPARES OR ENDORSES ENLISTED EVALUATION REPORT.
- A3A.4.8. PREPARES OR ENDORSES CIVILIAN APPRAISAL.
- A3A.4.9. PREPARES POSITION DESCRIPTIONS.
- A3A.4.10. RECOMMENDS/ADMINISTERS DISCIPLINARY ACTION.
- A3A.4.11. PREPARES/SUBMITS IMPROVEMENT/RECOMMENDATION PACKAGE.
- A3A.4.12. INVESTIGATES/RESOLVES EMPLOYEE GRIEVANCE OR COMPLAINT.
- A3A.4.13. DRAFTS/SUBMITS NEWSPAPER OR BULLETIN ARTICLE.
- A3A.4.14. PREPARES ON-THE-JOB INJURY AND COMPENSATION DOCUMENTS.
- A3A.4.15. TRAVELS OR PHONES TO CHECK ON INJURED EMPLOYEE.
- A3A.4.16. ORIENTATES NEWLY ASSIGNED PERSONNEL.
- A3A.4.17. RECEIVES/ASSISTS VISITOR, INSPECTOR, OR OTHER OFFICIAL.
- A3A.4.18. PREPARES FOR AND ATTENDS MEETINGS.
- A3A.4.19. ENDORSES CIVILIAN ORDERS FOR LIMITED USE OF EXCHANGE.
- A3A.4.20. APPROVES PURCHASE REQUESTS AND PETTY CASH EXPENDITURES.
- A3A.4.21. INVESTIGATES CASH SHORTAGES/OVERAGES.
- A3A.4.22. SETS PRICE ON SUNDRY ITEMS AND REVIEWS FOR STOCK TURNOVER.
- A3A.4.23. DETERMINES FUND SOLVENCY.
- A3A.4.24. DETERMINES/SUBMITS DEPRECIATION RATES OF CAPITAL ASSETS.

A3A.5. FILLS CIVILIAN VACANCY:

- A3A.5.1. ASSESSES WORKLOAD TO IDENTIFY NEED FOR NEW EMPLOYEES.
- A3A.5.2. PREPARES AND SUBMITS FILL ACTION.
- A3A.5.3. PREPARES AND FORWARDS REQUEST FOR NEW HIRE FOR APPROVAL.
- A3A.5.4. SCHEDULES, RECEIVES, AND INTERVIEWS APPLICANTS.
- A3A.5.5. REVIEWS APPLICANT'S CREDENTIALS.

- A3A.5.6. PREPARES SELECT/NONSELECT DOCUMENTATION.
- A3A.5.7. COORDINATES WITH LOSING ORGANIZATION.
- A3A.5.8. COORDINATES WITH/TRAVELS TO CIVILIAN PERSONNEL OFFICE.

A3A.6. CONTROLS PETTY CASH AND CHANGE (PCC) FUND:

- A3A.6.1. OBTAINS LODGING MANAGER'S APPROVAL FOR EXPENDITURES.
- A3A.6.2. RECEIPTS FOR AND REPLENISHES PETTY CASH FUND.
- A3A.6.3. PERFORMS/DOCUMENTS SURPRISE CASH COUNT.
- A3A.6.4. RECEIVES REQUEST FOR PCC FUND EXPENDITURE.
- A3A.6.5. REVIEWS REQUEST AND APPROVES PCC FUND VOUCHER.
- A3A.6.6. ADJUSTS BALANCE OF PCC FUND.
- A3A.6.7. DOCUMENTS EXPENDITURES ON GENERAL CASHIER'S CASH FORM.

A3A.7. INSPECTS TRANSIENT AND TEMPORARY LODGING FACILITIES (TLF):

- A3A.7.1. REVIEWS COPY OF PREVIOUS INSPECTION.
- A3A.7.2. COORDINATES INSPECTION DATE AND TIME.
- A3A.7.3. TRAVELS/INSPECTS FACILITIES AND DOCUMENTS INSPECTION REPORTS.
- A3A.7.4. RETURNS AND PREPARES REPORT.

A3A.8. PERFORMS ANNUAL BUDGET ACTIONS:

- A3A.8.1. PREPARES APPROPRIATED FUND (APF) BUDGET ESTIMATE.
- A3A.8.2. DEVELOPS APF/NAF BUDGETS.
- A3A.8.3. INITIATES/SUBMITS REQUEST FOR ROOM RATE INCREASE.
- A3A.8.4. PREPARES CAPITAL REQUIREMENTS BUDGET (CRB).
- A3A.8.5. SUBMITS CRB FOR APPROVAL.
- A3A.8.6. EXECUTES CRB.

A3A.9. RESOLVES ON-BASE OR COMMERCIAL QUARTERS COMPLAINT:

- A3A.9.1. RECEIVES VISIT OR PHONE CALL FROM CUSTOMER.
- A3A.9.2. RESEARCHES COMPLAINT/CHECKS FOR CONTRACT COMPLIANCE.
- A3A.9.3. CONTACTS RESPONSIBLE AGENCY TO SET UP MEETING.
- A3A.9.4. TRAVELS TO DISCUSS/DOCUMENT/RESOLVE ISSUE.
- A3A.9.5. PHONES TO INFORM CUSTOMER OF RESOLUTION.

A3A.10. COORDINATES/OVERSEES ON-BASE REPAIR ACTION:

- A3A.10.1. REVIEWS INSPECTION ACTION OR RECEIVES CALL FROM OCCUPANT.
- A3A.10.2. IDENTIFIES/ENTERS WORK REQUEST IN COMPUTER TERMINAL.
- A3A.10.3. SUBMITS WORK REQUEST TO CIVIL ENGINEERING (CE).
- A3A.10.4. SUBMITS WORK REQUEST TO IN-HOUSE MAINTENANCE CREW.
- A3A.10.5. PHONES IN EMERGENCY REQUEST TO CE OR IN-HOUSE WORK CREW.
- A3A.10.6. CHANGES ROOM STATUS IN SIMS AS NECESSARY.
- A3A.10.7. PHONES TO FOLLOW UP ON DELAYED REPAIRS.
- A3A.10.8. CLOSSES OUT COMPUTER WORK ORDER AFTER REPAIR ACCOMPLISHED.

A3A.11. PREPARES/ADMINISTERS ON-BASE FACILITY UPGRADE PLAN:

- A3A.11.1. PREPARES/SUBMITS REQUEST FOR UPGRADE OR NEW CONSTRUCTION.
- A3A.11.2. RECEIVES APPROVAL/PREPARES PLAN FOR UPGRADE/RENOVATION.
- A3A.11.3. IDENTIFIES FUNDING TYPE AND PREPARES FUNDING REQUEST.
- A3A.11.4. PREPARES/SUBMITS LOAN OR GRANT REQUEST.
- A3A.11.5. PREPARES REQUEST FOR DESIGN ASSISTANCE/REQUIRED WAIVERS.
- A3A.11.6. RECEIVES/REVIEWS DESIGN AND SUBMITS FOR APPROVAL.
- A3A.11.7. PREPARES/SUBMITS PURCHASE REQUEST.
- A3A.11.8. TRAVELS TO PARTICIPATE IN CONFERENCE/WORKING GROUP.

A3A.12. PROCESSES PROPERTY DISPOSAL REQUEST:

- A3A.12.1. RECEIVES EQUIPMENT/FURNITURE PROPERTY DISPOSAL REQUEST.
- A3A.12.2. RESEARCHES AND COORDINATES REQUEST.
- A3A.12.3. APPROVES/DISTRIBUTES COPY DISPOSAL REQUEST.
- A3A.12.4. FILES COPY OF APPROVED DISPOSAL REQUEST.

A3A.13. PROCESSES/ADMINISTERS SERVICE CONTRACTS:

- A3A.13.1. DETERMINES SERVICE/REPAIR NEED.
- A3A.13.2. DEVELOPS PERFORMANCE WORK STATEMENT (PWS).
- A3A.13.3. SUBMITS ITEM REPAIR REQUEST TO CONTRACTING OFFICE.
- A3A.13.4. COORDINATES WITH CONTRACTOR.
- A3A.13.5. TRAVELS TO QUALITY CHECK CONTRACTOR'S WORK.
- A3A.13.6. PREPARES/FORWARDS DOCUMENT VERIFYING JOB COMPLETION.

A3A.14. PROCESSES/ADMINISTERS COMMERCIAL QUARTERS AGREEMENT:

- A3A.14.1. DETERMINES NEED FOR QUARTERS CONTRACT.
- A3A.14.2. DEVELOPS/COORDINATES PWS AND INSPECTION CRITERIA.
- A3A.14.3. TRAVELS OFF BASE TO INSPECT CONTRACTED FACILITY.
- A3A.14.4. RETURNS AND PREPARES INSPECTION REPORT.
- A3A.14.5. PREPARES/SUBMITS FUND CITE AUTHORIZATION (FCA) FOR REQUIREMENTS-TYPE CONTRACTS.
- A3A.14.6. PREPARES/SUBMITS CONTRACT UTILIZATION REQUEST.
- A3A.14.7. CHECKS/UPDATES CONTRACT QUARTERS CALL REGISTER.
- A3A.14.8. VERIFIES/AUDITS EXPENDITURES.

A3A.15. INSPECTS CONTRACT QUARTERS:

- A3A.15.1. REVIEWS INSPECTION CRITERIA IN PWS.
- A3A.15.2. COORDINATES INSPECTION DATE AND TIME.
- A3A.15.3. TRAVELS/INSPECTS CONTRACT QUARTERS.
- A3A.15.4. RETURNS AND PREPARES REPORT.
- A3A.15.5. FOLLOWS UP ON ACTIONS AS REQUIRED.
- A3A.15.6. SUBMITS REQUIREMENTS TO CONTRACTING OFFICE.

A3A.16. PROCESSES DAMAGE DOCUMENTATION:

- A3A.16.1. REVIEWS INSPECTION REPORT FOR DAMAGE AND REPAIR COST.
- A3A.16.2. PREPARES STATEMENT OF CHARGES.
- A3A.16.3. PREPARES REPORTS OF SURVEY.
- A3A.16.4. PREPARES CASH COLLECTION VOUCHER.
- A3A.16.5. SUBMITS PAPERWORK TO APPROPRIATE AGENCY.

A3A.17. UPDATES INFORMATION PACKAGE:

- A3A.17.1. RESEARCHES LOCAL/ON-BASE POINTS OF INTEREST AND SERVICES.
- A3A.17.2. RESEARCHES/DOCUMENTS LOCATION AND HOURS OF OPERATION.
- A3A.17.3. COMPILES DATA/PHONE NUMBERS INTO INFORMATION PACKET.
- A3A.17.4. ENSURES PACKETS ARE PLACED IN TRANSIENT AND TLF ROOMS.
- A3A.17.5. PERIODICALLY UPDATES INFORMATION.

A3A.18. ASSISTS QUARTERS IMPROVEMENT COMMITTEE (QIC):

- A3A.18.1. RECEIVES PLAN FOR NEW FACILITY OR FURNITURE.
- A3A.18.2. DEVELOPS INPUT TO PLAN FOR ON-BASE FACILITY OR FURNITURE.
- A3A.18.3. TRAVELS TO ATTEND QIC MEETING.

A3A.19. DEPOSITS FUNDS IN BANKING FACILITY:

- A3A.19.1. CONDUCTS DAILY AUDIT OF FRONT DESK CASH RECEIPTS.

- A3A.19.2. COORDINATES WITH NAF ACCOUNTING OFFICE (NAF/AO).
- A3A.19.3. COLLECTS/ACCOUNTS FOR FRONT DESK CASH TO BE DEPOSITED.
- A3A.19.4. PROCESSES UNIT OR INDIVIDUAL REIMBURSEMENT CHECKS.
- A3A.19.5. COMPUTES OVERALL DEPOSIT TOTAL.
- A3A.19.6. PREPARES DEPOSIT SLIP AND CUSTODY RECEIPT.
- A3A.19.7. NOTIFIES SECURITY POLICE OF FUNDS MOVEMENT IAW LOCAL POLICY.
- A3A.19.8. TRAVELS TO NAFFMB AND BANKING FACILITY.
- A3A.19.9. MAKES DEPOSIT AND RETURNS TO WORK CENTER.

A3A.20. SETS UP/COLLECTS ON AGENCY ACCOUNT:

- A3A.20.1. TRANSCRIBES AGENCY OR UNIT NAME IN COMPUTER.
- A3A.20.2. DESIGNATES ACTIVITY CODE FOR AGENCY/ UNIT.
- A3A.20.3. INPUTS BACKGROUND INFORMATION ON UNIT AND MEMBERS.
- A3A.20.4. COMPUTES AND INPUTS BILLING DATA AND ACTIVITY CODES.
- A3A.20.5. PREPARES CHARGES FOR OTHER THAN PERSONAL EXPENSES.
- A3A.20.6. SUBMITS BILL TO AGENCY/UNIT LODGING MONITOR..
- A3A.20.7. RECEIVES GOVERNMENT TRAVEL ACCOUNT (GTA) NUMBER AND SUBMITS TO FEDERAL TRAVEL CARD CONTRACTOR FOR PAYMENT.
- A3A.20.8. PROVIDES COPY OF CREDIT CARD RECEIPT TO UNIT LODGING MONITOR.
- A3A.20.9. RECEIVES PAYMENT.
- A3A.20.10. ANNOTATES CHARGE BILL AND SUSPENSE FILE.

A3A.21. SETS UP/COLLECTS ON INDIVIDUAL ACCOUNT:

- A3A.21.1. RECEIVES BAD CHECK OR INDIVIDUAL FAILS TO PAY.
- A3A.21.2. PREPARES/MAILS LETTER TO INITIATE PAYMENT COLLECTION.
- A3A.21.3. SUSPENSES/FILES LETTER.
- A3A.21.4. RECEIVES PAYMENT/PREPARES LETTER OR RECEIPT TO VERIFY.
- A3A.21.5. ANNOTATES CHARGE BILL AND SUSPENSE FILE.
- A3A.21.6. ENDORSES AND PROCESSES CHECK/MONEY ORDER FOR DEPOSIT.

A3A.22. TAKES ACTION ON UNSUCCESSFUL COLLECTION ATTEMPT:

- A3A.22.1. PREPARES PAY ADJUSTMENT AUTHORIZATION FORM.
- A3A.22.2. MAILS FORM TO APPROPRIATE OFFICE TO GARNISH WAGES.
- A3A.22.3. REQUESTS NAF/AO WRITE OFF DEBT IF GARNISH EFFORTS FAIL.

A3A.23. PREPARES MONTHLY ACCOUNTS RECEIVABLE REPORT:

- A3A.23.1. INPUTS UNIT NAME AND TYPE OF FACILITY.
- A3A.23.2. TOTALS NUMBER OF DAYS AND DOLLAR AMOUNT PER OCCUPANT.
- A3A.23.3. CONSOLIDATES ACCOUNTS RECEIVABLE LIST BY ACTIVITY CODES.
- A3A.23.4. PROVIDES DATA TO NAFFMB FOR POSTING.

A3A.24. RECEIVES AND INPUTS INDIVIDUAL OR GROUP RESERVATION:

- A3A.24.1. RECEIVES RESERVATION REQUEST.
- A3A.24.2. DETERMINES SPACE AVAILABILITY.
- A3A.24.3. COORDINATES WITH FRONT DESK, PROTOCOL, OR OTHER AGENCY.
- A3A.24.4. FORECASTS AIRCREW LODGING ARRANGEMENT.
- A3A.24.5. INPUTS GROUP AND UNIT BACKGROUND INFORMATION.
- A3A.24.6. INPUTS INDIVIDUAL AND UNIT BACKGROUND INFORMATION.
- A3A.24.7. LOCKS IN RESERVATION FOR INDIVIDUAL OR GROUP.

A3A.25. EXCHANGES LINEN:

- A3A.25.1. RECEIVES SOILED LINEN.
- A3A.25.2. VERIFIES COUNT AND INSPECTS FOR SERVICEABILITY.
- A3A.25.3. ISSUES CLEAN LINEN.

A3A.26. PREPARES LINEN FOR DRY CLEANING:

- A3A.26.1. SEPARATES LINEN BY TYPE.
- A3A.26.2. COUNTS OR WEIGHS LINEN.
- A3A.26.3. PREPARES AND FILES FORM FOR CLEANING.
- A3A.26.4. PLACES LINEN IN BUNDLES FOR CONTRACTOR.

A3A.27. RECEIPTS FOR CLEANED LINEN:

- A3A.27.1. LOCATES RECEIPT.
- A3A.27.2. CHECKS QUANTITY AND TYPE.
- A3A.27.3. CLOSES OUT RECEIPT.
- A3A.27.4. STORES LINEN FOR FUTURE ISSUE.

A3A.28. TRANSPORTS LINEN:

- A3A.28.1. TRAVELS TO LINEN PICK-UP POINT.
- A3A.28.2. LOADS AND TRANSPORTS LINEN TO HOUSEKEEPING DROP POINT.
- A3A.28.3. UNLOADS, STORES, AND RETURNS TO WORK CENTER.

A3A.29. INVENTORIES NAF/APF FURNITURE AND EQUIPMENT ITEMS:

- A3A.29.1. REVIEWS FURNITURE AND EQUIPMENT LISTING.
- A3A.29.2. REVIEWS PREVIOUS INVENTORY DOCUMENTATION.
- A3A.29.3. TRAVELS TO CONDUCT INVENTORY/PREPARE REPORT.
- A3A.29.4. RETURNS AND FILES DOCUMENTATION.

A3A.30. ORDERS NAF/APF FURNITURE AND EQUIPMENT ITEMS:

- A3A.30.1. REVIEWS INVENTORY/INSPECTION REPORTS FOR REQUIREMENTS.
- A3A.30.2. RESEARCHES CATALOG AND MANUFACTURER'S LITERATURE.
- A3A.30.3. ANNOTATES MOST ECONOMICAL SOURCE TO PROCURE ITEM.
- A3A.30.4. ANNOTATES STOCK NUMBER OR NOMENCLATURE.
- A3A.30.5. PREPARES/SUBMITS JUSTIFICATION FOR EXPENDITURE.
- A3A.30.6. RECEIVES APPROVAL/PREPARES NAF PURCHASE REQUEST FORM.
- A3A.30.7. PHONES VENDOR FOR DELIVERY DATE.
- A3A.30.8. ANNOTATES DELIVERY DATE AND FILES CORRESPONDENCE.

A3A.31. RECEIVES AND STOCKS NAF/APF FURNITURE AND EQUIPMENT ITEMS:

- A3A.31.1. RETRIEVES PURCHASE REQUEST.
- A3A.31.2. TRAVELS TO DELIVERY LOCATION.
- A3A.31.3. INSPECTS EQUIPMENT AND FURNITURE AND STOCK NUMBERS.
- A3A.31.4. SIGNS FOR, UNLOADS, AND STORES ITEMS.
- A3A.31.5. MARKS/ENGRAVES EQUIPMENT AND FURNITURE ITEMS.
- A3A.31.6. RETURNS TO DUTY LOCATION, UPDATES INVENTORY RECORDS, AND PREPARES RECEIVING REPORTS.
- A3A.31.7. FORWARDS COMPLETED PURCHASE ORDER.

A3A.32. SETS UP AND DELIVERS NAF/APF FURNITURE AND EQUIPMENT ITEMS:

- A3A.32.1. TRAVELS TO WAREHOUSE AND LOADS EQUIPMENT/FURNITURE.
- A3A.32.2. TRANSPORTS, UNLOADS, AND ASSEMBLES EQUIPMENT/FURNITURE.
- A3A.32.3. PLACES EQUIPMENT AND FURNITURE IN FACILITY.
- A3A.32.4. RETURNS TO DUTY LOCATION AND UPDATES INVENTORY RECORDS.

A3A.33. DISPOSES OF NAF/APF EQUIPMENT AND FURNITURE ITEMS:

- A3A.33.1. REVIEWS INSPECTION/INVENTORY REPORTS.
- A3A.33.2. DETERMINES CONDITION OF FURNITURE OR EQUIPMENT ITEM.
- A3A.33.3. OBTAINS APPROVAL FOR DISPOSAL/AUCTION.
- A3A.33.4. PREPARES DOCUMENTATION FOR DISPOSAL.

- A3A.33.5. LOADS AND TRANSPORTS ITEM TO DISPOSAL LOCATION.
- A3A.33.6. UNLOADS AND OBTAINS RECEIPT FOR DISPOSAL/AUCTION.
- A3A.33.7. RETURNS TO WORK CENTER AND ANNOTATES INVENTORY RECORDS.

A3A.34. REPLENISHES AMENITY/SUNDRY SUPPLIES:

- A3A.34.1. INVENTORIES AMENITY/SUNDRY STOCK.
- A3A.34.2. ANNOTATES NEEDED AMENITIES/SUNDRIES ON MULTI-PART FORM.
- A3A.34.3. RESEARCHES VENDOR'S LITERATURE FOR NEW ITEM.
- A3A.34.4. ANNOTATES STOCK NUMBER OR NOMENCLATURE.
- A3A.34.5. PREPARES/SUBMITS NAF PURCHASE REQUEST FORM.
- A3A.34.6. PHONES VENDOR FOR DELIVERY DATE.
- A3A.34.7. ANNOTATES DELIVERY DATE AND FILES CORRESPONDENCE.
- A3A.34.8. PLACES CALL AGAINST BLANKET PURCHASE REQUEST (BPA).
- A3A.34.9. TRAVELS TO PERFORM LOCAL PURCHASE.

A3A.35. RECEIVES AND STOCKS AMENITY/SUNDRY SUPPLIES:

- A3A.35.1. TRAVELS TO INSPECT AMENITY/SUNDRY SUPPLY ITEMS.
- A3A.35.2. SIGNS FOR, UNLOADS, AND STORES ITEMS.
- A3A.35.3. RETURNS TO DUTY LOCATION AND UPDATES STOCK RECORDS.
- A3A.35.4. FORWARDS COMPLETED PURCHASE ORDER AND RECEIVING REPORT.

A3A.36. DISPOSES OF AMENITY/SUNDRY SUPPLIES:

- A3A.36.1. CHECKS DATE OR CONDITION OF ITEM.
- A3A.36.2. PROCESSES DOCUMENTATION FOR DISPOSAL/WRITE-OFF.
- A3A.36.3. LOADS AND TRANSPORTS ITEM TO DISPOSAL LOCATION.
- A3A.36.4. OBTAINS/STOCKS REPLACEMENT ITEM.
- A3A.36.5. RETURNS TO WORK CENTER AND UPDATES STOCK RECORDS.

A3A.37. TAKES ACTION ON MISSING ITEM:

- A3A.37.1. INVESTIGATES MISSING ITEM.
- A3A.37.2. COORDINATES WITH LODGING MANAGER.
- A3A.37.3. ADJUSTS INVENTORY OR STOCK RECORD.

A3A.38. REGISTERS TRANSIENT GUEST:

- A3A.38.1. REVIEWS OFFICIAL ORDERS AND CHECKS FOR RESERVATION.
- A3A.38.2. CHECKS GUEST'S IDENTIFICATION CARD.
- A3A.38.3. CHECKS GUEST'S DATA AGAINST COMPUTER DATA.
- A3A.38.4. SELECTS VACANT ROOM OR SPACE.
- A3A.38.5. PROVIDES GUEST FACILITY INFORMATION/DIRECTIONS.
- A3A.38.6. ISSUES ROOM KEY TO GUEST.

A3A.39. TERMINATES TRANSIENT REGISTRATION:

- A3A.39.1. OPERATES COMPUTER TO LOCATE OCCUPANT'S RECORD.
- A3A.39.2. CHECKS OCCUPANT'S IDENTIFICATION.
- A3A.39.3. CHECKS TO ENSURE TERMINATION INSPECTION CONDUCTED.
- A3A.39.4. ADJUSTS/COMPUTES FINAL FEES/CHARGES.
- A3A.39.5. COLLECTS KEY AND PROVIDES OCCUPANT RECEIPT.
- A3A.39.6. CHANGES ROOM STATUS FILE.
- A3A.39.7. NOTIFIES HOUSEKEEPING SUPERVISOR FOR CLEANING.

A3A.40. PROVIDES OCCUPANT RESIDENT SERVICE:

- A3A.40.1. RELAYS REPAIR REQUEST OR COMPLAINT TO MANAGEMENT.
- A3A.40.2. PHONES TO FOLLOW UP ON REPAIR REQUEST OR COMPLAINT.
- A3A.40.3. RECEIVES PHONE CALL/ANSWERS QUERY.

A3A.40.4. SAFEGUARDS LOST ITEM OR ITEM FOUND IN ROOM.

A3A.40.5. IDENTIFIES AND REPORTS DELINQUENT ACCOUNT.

A3A.41. ACCOMPLISHES COMMERCIAL QUARTERS TRANSACTION:

A3A.41.1. VERIFIES ELIGIBILITY FOR LODGING/SPECIAL ORDERS.

A3A.41.2. DETERMINES NONAVAILABILITY (NON-A) OF ON-BASE QUARTERS.

A3A.41.3. CONTACTS LODGING FACILITY TO OBTAIN ROOM.

A3A.41.4. PROVIDES GUEST INFORMATION PACKAGE/DIRECTIONS.

A3A.41.5. PROVIDES GUEST THE NAME, PHONE NUMBER, AND ADDRESS OF COMMERCIAL LODGING FACILITY.

A3A.41.6. ISSUES COMMERCIAL LODGING AUTHORIZATION AND FAXES TO COMMERCIAL LODGING FACILITY.

A3A.42. TAKES EMERGENCY ACTION:

A3A.42.1. PERFORMS EMERGENCY SHUT-DOWN OF TELEPHONE SYSTEM.

A3A.42.2. PERFORMS EMERGENCY SHUT-DOWN OF COMPUTER SYSTEM.

A3A.42.3. NOTIFIES TELEPHONE REPAIR FACILITY.

A3A.42.4. NOTIFIES COMPUTER SYSTEMS SECURITY ADMINISTRATOR.

A3A.42.5. RECORDS TIME OF ACTION.

A3A.42.6. ACQUIRES BACKUP REPORT TO RESUME OPERATION.

A3A.42.7. IMPLEMENTS MANUAL OPERATING PROCEDURES.

A3A.43. PERFORMS END-OF-SHIFT CLOSE-OUT:

A3A.43.1. COLLECTS/SORTS/COUNTS/VERIFIES DAILY TRANSACTIONS CASH.

A3A.43.2. PREPARES CASHIER/SHIFT REPORT.

A3A.43.3. PROVIDES CASH AND REPORT TO ACCOUNTANT.

A3A.44. PREPARES/RUNS MANAGEMENT REPORT:

A3A.44.1. TAKES ACTION TO RUN NIGHT AUDIT REPORT.

A3A.44.2. LOADS NIGHT AUDIT REPORT ON MAGNETIC TAPE.

A3A.44.3. TAKES ACTION TO RUN BACKUP REPORT AT SPECIFIC INTERVALS.

A3A.44.4. PLACES BACKUP REPORT AT FRONT DESK LOCATION.

A3A.45. SELLS SUNDRY ITEMS:

A3A.45.1. INVENTORIES/REPLACES STOCK AT END OF TOUR-OF-DUTY.

A3A.45.2. POSTS STOCK RECORD.

A3A.45.3. DISPENSES ITEM REQUESTED BY CUSTOMER.

A3A.45.4. COLLECTS CHARGE OR POSTS CHARGE TO GUEST'S RECORD.

A3A.45.5. MONITORS AND MAKES CHANGE FOR VENDING MACHINES.

A3A.45.6. PROVIDES/DOCUMENTS CUSTOMER REFUND.

A3A.45.7. OBTAINS REIMBURSEMENT FROM CONCESSIONAIRE.

A3A.46. PROVIDES LOCATOR SERVICE:

A3A.46.1. PLACES/RELAYS TRANSIENT LOCATOR CALL.

A3A.46.2. PLACES/RELAYS COMMERCIAL QUARTERS LOCATOR CALL.

A3A.46.3. PERFORMS SWING AND MID-SHIFT BASE LOCATOR DUTIES.

A3A.47. PREREGISTERS/PROVIDES DISTINGUISHED VISITOR SERVICE:

A3A.47.1. RECEIVES PHONE REQUEST FOR LODGING.

A3A.47.2. NOTIFIES PROTOCOL AND COMMAND POST.

A3A.47.3. DETERMINES AVAILABILITY OF LODGING.

A3A.47.4. MAKES LODGING ASSIGNMENT.

A3A.47.5. ASSEMBLES REGISTRATION PACKAGE.

A3A.47.6. PLACES REGISTRATION PACKAGE IN ROOM OR PROVIDES PROTOCOL.

- A3A.47.7. PREPARES PLAQUE, NAMEBOARD, OR RESERVED PARKING SIGN.
- A3A.47.8. HAND CARRIES ITEM TO APARTMENT, MARQUEE, OR PARKING LOT.
- A3A.47.9. ORDERS/DELIVERS PERSONALIZED ITEMS (MATCHES OR NAPKINS).
- A3A.47.10. ORDERS/TRANSPORTS NEWSPAPERS, FRUIT BASKETS, ETC.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Lodging/45D5			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Officer	34M3	**CIV	1	1	1	1	1	1	1	1	1
Services Manager	3M000	CMS									
Services Superintendent	3M091	SMS									
Services Craftsman	3M071	MSG							1	1	1
Services Craftsman	3M071	TSG	2	2	2	2	2	2	2	2	2
Services Journeyman	3M051	SSG	1	1	1	2	2	2	2	2	2
Services Journeyman	3M051	SRA	3	4	5	5	6	7	7	8	9
Information Mgt Jrnymn	3A051	SSG									1
Information Mgt Jrnymn	3A051	SRA	1	1	1	1	1	1	1	1	
TOTAL			8	9	10	11	12	13	14	15	16
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Officer	34M3	**CIV	1	*2	*2	*2	*2	*2	*2	*2	*2
Services Manager	3M000	CMS									
Services Superintendent	3M091	SMS	1	1	1	1	1	1	1	1	1
Services Craftsman	3M071	MSG	1	1	1	1	1	1	2	2	2
Services Craftsman	3M071	TSG	2	2	2	2	3	3	3	3	3
Services Journeyman	3M051	SSG	2	2	2	2	2	3	3	4	4
Services Journeyman	3M051	SRA	9	9	10	11	11	11	11	11	12
Information Mgt Jrnymn	3A051	SSG	1	1	1	1	1	1	1	1	1
Information Mgt Jrnymn	3A051	SRA									
★ *May substitute 3M0X1, SRA through MSG for second 34M3 authorization. **This position may be an officer authorization. However, the offset for the officer billet must be taken from the total number of officer authorizations earned in the Combat Support Flight.											
TOTAL			17	18	19	20	21	22	23	24	25

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Lodging/45D5			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Officer	34M3	**CIV	2	2	2	2	2	2	2	2	2
Services Manager	3M000	CMS								1	1
Services Superintendent	3M091	SMS	2	2	2	2	2	2	2	2	2
Services Craftsman	3M071	MSG	1	2	2	2	2	2	2	2	2
Services Craftsman	3M071	TSG	3	3	3	3	3	3	4	4	4
Services Journeyman	3M051	SSG	4	4	4	4	4	5	5	5	5
Services Journeyman	3M051	SRA	12	12	13	14	15	15	15	15	16
Information Mgt Jrnymn	3A051	SSG	1	1	1	1	1	1	1	1	1
Information Mgt Jrnymn	3A051	SRA	1	1	1	1	1	1	1	1	1
TOTAL			26	27	28	29	30	31	32	33	34
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Officer	34M3	**CIV	2	2	2	2					
Services Manager	3M000	CMS	1	1	1	1					
Services Superintendent	3M091	SMS	2	2	2	2					
Services Craftsman	3M071	MSG	2	2	2	2					
Services Craftsman	3M071	TSG	4	4	4	4					
Services Journeyman	3M051	SSG	5	5	6	6					
Services Journeyman	3M051	SRA	17	17	17	18					
Information Mgt Jrnymn	3A051	SSG	1	1	1	1					
Information Mgt Jrnymn	3A051	SRA	1	2	2	2					
**This position may be an officer authorization. However, the offset for the officer billet must be taken from the total number of officer authorizations earned in the Combat Support Flight.											
TOTAL			35	36	37	38					

VARIANCES

LODGING

A3C.1. Title. Positive Mission Variance for Prime Knight Program.

A3C.1.1. **Definition.** Chief of Staff-directed program requiring base services and support agencies to provide meals, transportation, and lodging services to aircrew members. In addition to group check-ins/check-outs, amenities, and other levels of service provided to the aircrews, lodging room keys are delivered to the flight-line.

A3C.1.2. **Applicability and Impact.** This variance is applicable Air Force-wide and adds +52.55 monthly man-hours per base with active runways.

A3C.2. Title. Positive Mission Variance to Support TDY Personnel During Flag Exercises.

A3C.2.1. **Definition.** This variance results in additional support for the increased level of TDY personnel transient at Nellis AFB during the Flag Exercises.

A3C.2.2. **Applicability and Impact.** This variance applies to Nellis AFB only and adds +2 Authorizations.

A3C.3. Title. Positive Mission Variance for Off-Base Facilities.

A3C.3.1. **Definition.** This variance provides for time spent performing travel to off-base leased quarters and storage facilities.

A3C.3.2. **Applicability and Impact:**

BASE	MPWR REQ	BASE	MPWR REQ
ALCONBURY	0.094	RAMSTEIN	0.165
AVIANO	0.094	SEMBACH	0.094

A3C.4. Title. Positive Mission Variance for Operating an Additional Check-in Desk.

A3C.4.1. **Definition.** This variance provides manpower to operate an additional billeting desk.

A3C.4.2. **Applicability and Impact.** Adds +8 authorizations and applies to Eglin AFB and Ramstein AB only.

A3C.5. Title. Positive Mission Variance for Administration of Student Bed Spaces for Gunter AFB and Maxwell AFB.

A3C.5.1. **Definition.** Provides man-hour credit for time spent administrating student bed spaces.

A3C.5.2. **Applicability.** Applies to Gunter Annex and Maxwell AFB.

A3C.5.3. **Application Instructions:**

A3C.5.3.1. First, compute the average number of transient bed spaces in-resident students occupy. Obtain number of actual class sizes for the past 12 months, and subtract the number of students not housed in lodging facilities.

Example: Student Bed Spaces:

CLASS	DATE	STUDENTS - DIVERTED	BED SPACES
92A	28 Oct 91	642 - 42 =	600
92B	6 Jan 92	625 - 33 =	592
92C	17 Mar 92	643 - 47 =	596
92D	1 Jun 92	652 - 50 =	602
92E	17 Aug 92	603 - 23 =	580
Yearly Number of In-resident Students			2970

A3C.5.3.2. Compute the allowable man-hours used to service in-resident students by multiplying yearly number of in-resident student bed spaces by 0.25 (15 minutes per student). Divide this number by 12 months to determine monthly man-hours.

Example:

Annual man-hours: $2970 \times 0.25 = 742.5$

Monthly man-hours: $742.5 / 12 = 61.88$

A3C.5.3.3. Add these variance man-hours to the lodging equation man-hours before dividing by the manpower availability factor (MAF).

A3C.6. Title. Negative Mission Variance for In-resident Students Using Transient Bed Spaces for Gunter AFB and Maxwell AFB.

A3C.6.1. **Definition.** Subtracts man-hours for transient bed spaces used for in-resident student bed spaces.

A3C.6.2. **Applicability.** Applies to Gunter AFB and Maxwell AFB.

A3C.6.3. **Man-hour Equation and Workload Factor.** $Y = -5.161X$, X = Weighted Bed Spaces.

A3C.6.4. **Application Instructions:**

A3C.6.4.1. First, compute the average number of transient bed spaces in-resident students occupy. Obtain 12 months of actual class sizes, and subtract the number of students not housed in lodging facilities. Divide total by number of classes to determine average annual number of bed spaces used by in-resident students.

Example: Student Bed Spaces Occupancy:

CLASS	DATE	STUDENTS - DIVERTED	BED SPACES
92A	28 Oct 91	642 - 42 =	600
92B	6 Jan 92	625 - 33 =	592
92C	17 Mar 92	643 - 47 =	596
92D	1 Jun 92	652 - 50 =	602
92E	17 Aug 92	603 - 23 =	580
Yearly Number of In-resident Students			2970
Yearly Number of Classes			5
Yearly Average Class Size			594

A3C.6.4.2. Next, compute the utilization factor by multiplying the average number of days per class by the number of classes per year. Divide this number by 365 (number of days per year) to obtain your utilization factor.

Example: Student Bed Spaces Utilization Factor:

Number of days in class: 42

Number of classes per year: 5

Class session days/year: $42 \times 5 = 210$

Utilization factor: $210 / 365 = .575$

A3C.6.4.3. Compute the weighted bed spaces by multiplying the average student class size (paragraph A3C.6.4.1. above) by student utilization factor (paragraph A3C.6.4.2. above) Multiply this number by the appropriate utilization factor from DD Form 2085, column 22, Maxwell = 22(f), Gunter = 22(a).

Example: Weighted Bed Spaces = $594 \times .575 = 341.55$ X = $341.55 \times .60 = 204.93$

A3C.6.4.4. Determine the variance man-hours by multiplying the weighted bed spaces and the variance equation. Subtract these man-hours from the lodging equation man-hours before dividing by the manpower availability factor (MAF).

A3C.7. Title. Positive Mission Variance for Quality Assurance Evaluator (QAE) For Hope Hotel Contract Management.

A3C.7.1. **Definition.** Allows man-hour credit for contract surveillance and management for Hope Hotel at Wright-Patterson AFB, where the entire operation is staffed and managed by contract employees.

A3C.7.2. **Applicability and Impact.** Adds +1 authorization to Wright-Patterson AFB only.

A3C.8. Title. Positive Mission Variance for Defense Language Institute Foreign Students.

A3C.8.1. **Definition.** Provides man-hour credit for a 24-hour front desk operation at the Defense Language Institute lodging area for attending foreign students.

A3C.8.2. **Applicability and Impact.** Adds +8 authorizations to Lackland AFB only.

PROCESS ANALYSIS SUMMARY**LODGING**

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
1. Management (Processes 1 through 18)	315.13	239-269 Weighted Capacity	1.931
2. Accounting (Processes 19 through 23)	181.63	Same as above	1.11
3. Reservations (Process 24)	198.01	Same as above	1.214
4. Supply (Processes 25 through 37)	317.6	Same as above	1.946
5. Front Desk Operations (Processes 38 through 44)	1071.08	Same as above	6.564
6. Sundry Sales (Process 45)	78.8	Same as above	0.48
7. Locator Services (Process 46)	92.9	Same as above	0.569
8. Special VIP Services (Process 47)	64.29	Same as above	0.394
TOTAL FRACTIONAL MANPOWER			14.208

FOOD SERVICE (45D1)

A4.1. Core Composition. This AFMS was developed for a Food Service operation that provides meals and rations to active duty personnel not receiving subsistence entitlements, personnel serving remote and isolated tours, and other military personnel serving under field and alert conditions and official temporary duty. **NOTE:** This standard does not apply to contracted food service functions. If food service operation is contracted, apply Food Service Variance 1, QAE for Full Food Service Contract Management only.

A4.1.1. **Core Manpower Required.** 22.574 (fractional manpower)

A4.1.2. **Core Range.** 5-46

A4.1.3. **Programming Factor.** Weighted authorized base enlisted population with a core workload factor requirement of 2400 authorized E1-E9, adjustment factor 1.824

A4.2. Standard Data:

A4.2.1. **Approval Date.** July 1992

A4.2.2. **Man-hour Data Source.** Workshop Measurement

A4.2.3. **Man-hour Equation.** $Y = 1162.49 + .5752X$

A4.2.4. Workload Factor:

A4.2.4.1. **Title.** Weighted Authorized Base Enlisted Population.

A4.2.4.2. **Definition.** The weighted number of E1-E9 military personnel authorized to the installation serviced by the Military Support Flight Food Service element.

A4.2.4.3. **Source.** The Unit Manpower Document. File Part A - exclude contract man-year equivalents (CMEs). For AETC, authorized PCS students must be added to the permanent party figure for all bases. For other services, including Guard, Reserve, and AFROTC units, use counts provided by interservice support agreements only. Only 10 percent of the Reserve enlisted population may be counted. (See application instructions.)

A4.2.5. Points of Contact:

A4.2.5.1. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A4.2.5.2. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A4.3. Application Instructions:

A4.3.1. Obtain the total number of E1-E9 authorized enlisted population count. Multiply the population count by the adjustment factor at Appendix E for the specific base. Use the resultant number as the "X" factor to solve the equation in paragraph A4.2.3 above.

A4.3.2. **Manpower.** Divide the monthly man-hour total by the applicable man-hour availability and overload factors. The answer will quantify the required fractional manpower. Use current rounding rules to determine required manpower.

A4.3.3. **Skill and Grade Distribution.** Determine skill and grade distribution using the Dining Facility Standard Manpower Table at Appendix B. Equivalent civilian grades may be substituted at any grade and skill level depicted on the Standard Manpower Table. The overall grade distribution of the flight must be adjusted to ensure it meets the military essentiality mix requirement of 75 percent military. The maximum number of authorizations earned by this AFMS for Food Service is 46.

A4.3.4. To determine grade and skill for food service supervision:

A4.3.4.1. Apply the basic AFMS equation and all variances.

A4.3.4.2. If total authorizations equal 59 or less, the food service supervisor grade is SMSgt.

A4.3.4.3. If total authorizations equal 60 or more, the food service supervisor grade is CMSgt.

A4.3.5. To determine skill and grade requirement for the dining facility:

A4.3.5.1. From total authorizations (basic AFMS not variances), subtract 1 (supervisor authorization).

A4.3.5.2. Match the resulting number to the Dining Facility manpower table.

A4.3.6. To determine variance skill and grade requirement, review each applicable variance's manpower table.

A4.3.7. To illustrate, we offer the following example:

A4.3.7.1. A location earns 22 authorizations in the basic Dining Facility AFMS and 11 variance authorizations.

A4.3.7.2. Since the total, 33, is less than 60, the supervisor grade is SMSgt.

A4.3.7.3. To determine grades for dining facility, subtract 1 from total authorizations earned in basic AFMS equation (22-1).

A4.3.7.4. Match the resulting 21 with corresponding Dining Facility manpower table column.

A4.3.7.5. Assuming the remaining 11 authorizations come from variance 5, use that manpower table to determine skill and grade requirements.

A4.3.8. Sometimes other services, Reserve or Guard, may supplement the dining facility with their own food service personnel. When this occurs, compute the monthly average for the number supplemented and subtract it from the computed requirement.

A4.4. Statement of Conditions (SOC):

A4.4.1. The Food Service standard and associated variances cover feeding operations employing "mess attendant contract," "full food service contract," and locations without food contracts. The facilities range from small sites to large bases.

A4.4.2. The SIMS is fully implemented and has significantly reduced the number of accounting man-hours expended by this flight element. Also, as a direct result of SIMS implementation, the flight element supervisors can conduct additional walk-throughs and spend quality time with customers at the main dining facility.

A4.4.3. Travel time for pick up and delivery of goods is included in the standard.

A4.4.4. The basic standard man-hours account for four meals daily: breakfast, lunch, dinner, and midnight meals. In addition, food is served from short-order lines twice daily during lunch and dinner feedings.

A4.4.5. This flight element covers PRIME Readiness in Base Services (RIBS) training for the entire Services squadron. The standard includes 24-hour bivouac, home station, and combat support training.

A4.4.6. This standard aggregates workload/man-hours for food service supervision, main dining facility, and pastry kitchen operations.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

E - Food Service Population Adjustment Factors

PROCESS ORIENTED DESCRIPTION**FOOD SERVICE****A4A.1. CORRECTS DISCREPANCY/CUSTOMER COMPLAINT:**

- A4A.1.1. REVIEWS CRITIQUE/IDENTIFIES DISCREPANCY.
- A4A.1.2. COORDINATES WITH IMMEDIATE SUPERVISOR.
- A4A.1.3. OBTAINS INFORMATION/ASSISTANCE FROM EXTERNAL SOURCE.
- A4A.1.4. SCHEDULES SPECIAL FOOD SERVICE STAFF MEETING.
- A4A.1.5. PREPARES/FORWARDS RESPONSE TO CRITIQUE OR DISCREPANCY.

A4A.2. ORDERS/PICKS UP EXPENDABLE SUPPLIES:

- A4A.2.1. RESEARCHES REQUIREMENT.
- A4A.2.2. COMPLETES/SUBMITS REQUEST.
- A4A.2.3. TRAVELS TO PICK UP SUPPLIES.
- A4A.2.4. RETURNS/UPDATES STOCK RECORDS.
- A4A.2.5. STORES EXPENDABLE SUPPLIES.

A4A.3. RECEIVES DELIVERY OF NOT-IN-STOCK SUPPLIES:

- A4A.3.1. CHECKS CONDITION OF SUPPLIES.
- A4A.3.2. COMPLETES DELIVERY DOCUMENTATION.
- A4A.3.3. RETURNS/UPDATES STOCK RECORDS.
- A4A.3.4. STORES EXPENDABLE SUPPLIES.

A4A.4. ISSUES/DELIVERS EXPENDABLE SUPPLIES:

- A4A.4.1. RECEIVES REQUEST FOR EXPENDABLE SUPPLY ITEM.
- A4A.4.2. FILLS/DELIVERS REQUEST.
- A4A.4.3. UPDATES STOCK RECORDS.
- A4A.4.4. INVENTORIES EXPENDABLE SUPPLIES.

A4A.5. INVENTORIES EXPENDABLE SUPPLY ITEMS:

- A4A.5.1. IDENTIFIES DISCREPANCIES.
- A4A.5.2. ANNOTATES STOCK RECORD.
- A4A.5.3. PREPARES/FILES INVENTORY ADJUSTMENT FORM.

A4A.6. PREPARES FOOD SERVICE CONTRACT:

- A4A.6.1. REVIEWS REGULATORY REQUIREMENTS (AFI 34-401).
- A4A.6.2. TAILORS REGULATORY CONTRACT TO LOCAL REQUIREMENTS.
- A4A.6.3. PREPARES QUALITY ASSURANCE SURVEILLANCE PLAN.
- A4A.6.4. DEVELOPS PROCEDURES TO ADMINISTER CONTRACT.
- A4A.6.5. REVIEWS AND COORDINATES ON COMPLETED CONTRACT.
- A4A.6.6. PROVIDES CONTRACT TO CONTRACTING OFFICE.
- A4A.6.7. PREPARES BID SCHEDULE/BUDGET OBLIGATION DOCUMENTS.
- A4A.6.8. REVIEWS INCOMING BIDS TO ASSIST IN AWARDING CONTRACT.

A4A.7. MAINTAINS CONTRACT:

- A4A.7.1. IDENTIFIES ADDITIONAL NEED OR CONTRACT SHORTFALL.
- A4A.7.2. RESEARCHES REQUIREMENT AND GATHERS SUPPORTING DATA.
- A4A.7.3. IDENTIFIES SCOPE/ASSOCIATED COST.
- A4A.7.4. PROCESSES BUDGET OBLIGATION DOCUMENT.
- A4A.7.5. PREPARES/ATTACHES COVER LETTER TO MODIFIED CONTRACT.
- A4A.7.6. HAND CARRIES COMPLETED PACKAGE TO CONTRACTING OFFICE.

A4A.8. PREPARES QUALITY ASSURANCE EVALUATOR (QAE) SCHEDULE:

- A4A.8.1. REVIEWS QUALITY ASSURANCE SURVEILLANCE PLAN (QASP).
- A4A.8.2. SELECTS RANDOM TIMES/LOCATIONS IN ACCORDANCE WITH QASP.
- A4A.8.3. COMPLETES PRELIMINARY ENTRIES ON INSPECTION CHECKLIST.
- A4A.8.4. MAKES COPIES OF SCHEDULE AND CHECKLIST.
- A4A.8.5. DISTRIBUTES COPY TO CONTRACT ADMINISTRATOR.
- A4A.8.6. FILES SCHEDULE AND CHECKLIST.

A4A.9. ENSURES LOCAL COMPLIANCE WITH QASP:

- A4A.9.1. OBTAINS/REVIEWS QAE SCHEDULE AND CHECKLIST.
- A4A.9.2. INSPECTS AND DOCUMENTS SANITATION LEVEL.
- A4A.9.3. INSPECTS AND DOCUMENTS FOOD PREPARATION PROCESS.
- A4A.9.4. INSPECTS AND DOCUMENTS FOOD SERVING TECHNIQUE.
- A4A.9.5. INSPECTS AND DOCUMENTS CASHIER FUNCTION.
- A4A.9.6. INSPECTS TIME SHEETS.
- A4A.9.7. PREPARES CONTRACT PERFORMANCE REPORT.
- A4A.9.8. INFORMS CONTRACTOR OF DISCREPANCIES.
- A4A.9.9. OBTAINS CONTRACTOR'S SIGNATURE ADJACENT DISCREPANCIES.
- A4A.9.10. FILES COPY OF INSPECTION REPORT.

A4A.10. PREPARES CONTRACT CONTINGENCY PLAN:

- A4A.10.1. EVALUATES CONTRACT DEFAULT, STRIKE, OR OTHER CONTINGENCY.
- A4A.10.2. PREPARES UNINTERRUPTED SERVICES/DELIVERIES PLAN.
- A4A.10.3. PREPARES PERSONNEL FILL ACTION FORMS FOR FUTURE USE.

A4A.11. PREPARES CONTRACTOR AWARD FEE:

- A4A.11.1. REVIEWS QAE INSPECTION REPORT.
- A4A.11.2. REVIEWS CUSTOMER COMPLAINTS.
- A4A.11.3. REVIEWS SANITATION REPORTS.
- A4A.11.4. FORMULATES FEE REPORT FORMAT USING QASP.
- A4A.11.5. DEVELOPS AWARD FEE COMPUTATIONS.
- A4A.11.6. PREPARES FOR AND BRIEFS QUARTERLY INCENTIVE AWARDS BOARD.

A4A.12. PERFORMS DAILY DINING HALL FUNDS ACCOUNTING:

- A4A.12.1. TRAVELS TO PICK UP DINING HALL ACCOUNTING FORMS.
- A4A.12.2. RETURNS TO DUTY SECTION.
- A4A.12.3. AUDITS CASH COLLECTION RECORD.
- A4A.12.4. AUDITS MONTHLY MONETARY RECORD.
- A4A.12.5. AUDITS GROUND SUPPORT MEAL REQUEST.
- A4A.12.6. AUDITS REGISTER OF CASH COLLECTION SHEETS.
- A4A.12.7. AUDITS DINING HALL SIGNATURE RECORD.
- A4A.12.8. AUDITS ALACS DINING FACILITY-SUMMARY.
- A4A.12.9. AUDITS REQUEST FOR ISSUE/TURN IN.
- A4A.12.10. AUDITS CASH COLLECTION VOUCHER.
- A4A.12.11. AUDITS REQUEST FOR FLIGHT MEAL.
- A4A.12.12. INPUTS DATA FROM SIGN-IN FORMS WITHOUT ACTIVITY CODES.
- A4A.12.13. COMPLETES DINING HALL FACILITY SUMMARY FORM.
- A4A.12.14. RETRIEVES/FILES HARD COPY OF ACCOUNTING FORMS.
- A4A.12.15. PREPARES CASH COLLECTION VOUCHER.
- A4A.12.16. TRAVELS TO ACCOUNTING AND FINANCE.
- A4A.12.17. TRANSFERS FUNDS/OBTAINS RECEIPT.
- A4A.12.18. RETURNS TO DUTY SECTION.

A4A.13. PREPARES/PROVIDES ANNUAL BUDGET ESTIMATE:

- A4A.13.1. RESEARCHES/EVALUATES/DRAFTS BUDGET ESTIMATE.
- A4A.13.2. COORDINATES AND FORWARDS ESTIMATE TO RESOURCE MONITOR.
- A4A.13.3. ANSWERS QUERY REGARDING ESTIMATE.

A4A.14. ORDERS NEW EQUIPMENT:

- A4A.14.1. CHECKS FOR DAMAGE OR REVIEWS 5-YEAR PLAN.
- A4A.14.2. RESEARCHES STOCK NUMBER/NOMENCLATURE.
- A4A.14.3. PREPARES/SUBMITS REQUEST.
- A4A.14.4. RECEIPTS FOR NEW EQUIPMENT.
- A4A.14.5. UPDATES 5-YEAR PLAN.

A4A.15. PERFORMS DAILY WALK-THROUGH TO BEGIN DAILY FOOD OPERATION:

- A4A.15.1. CHECKS OPERABILITY OF EQUIPMENT.
- A4A.15.2. CHECKS FOR FIRE/SAFETY/SANITATION COMPLIANCE.
- A4A.15.3. INFORMS SHIFT LEADER OF WORK/SHIFT CHANGES.
- A4A.15.4. INSPECTS WORK IN PROGRESS/ANNOTATES DUTY ROSTER.
- A4A.15.5. CHECKS OUTSIDE OF FACILITY FOR CLEANLINESS.

A4A.16. REVIEWS/DISTRIBUTES INCOMING DOCUMENTATION:

- A4A.16.1. PICKS UP/REVIEWS INCOMING DOCUMENTATION.
- A4A.16.2. FORWARDS OR HAND CARRIES TO APPROPRIATE WORK CENTER.
- A4A.16.3. PLACES DOCUMENTS IN READ FILE.

A4A.17. PREPARES FOR AND ATTENDS MEETING:

- A4A.17.1. GATHERS MATERIAL/INFORMATION.
- A4A.17.2. ORGANIZES MATERIAL.
- A4A.17.3. PREPARES BRIEFING MATERIAL.
- A4A.17.4. TRAVELS/ATTENDS UNIT STAFF MEETING.
- A4A.17.5. TRAVELS/ATTENDS QAE MEETING.
- A4A.17.6. TRAVELS/ATTENDS OR CONDUCTS MENU PLANNING BOARD.
- A4A.17.7. TRAVELS/ATTENDS OR CONDUCTS FOOD SANITATION MEETING.
- A4A.17.8. CONDUCTS FOOD SERVICES STAFF MEETING.

A4A.18. PARTICIPATES IN ARBITRATION:

- A4A.18.1. RECEIVES CONTRACTOR DISCREPANCY REBUTTAL.
- A4A.18.2. NOTIFIES CONTRACTING ADMINISTRATOR.
- A4A.18.3. ATTENDS ARBITRATION SESSION.
- A4A.18.4. RECEIVES DECISION.
- A4A.18.5. MAKES MEMORANDUM/UPDATES INSPECTION CHECKLIST.

A4A.19. COORDINATES/OVERSEES REPAIR ACTION:

- A4A.19.1. REVIEWS INSPECTION ACTION OR IDENTIFIES NEEDED REPAIR.
- A4A.19.2. RECORDS WORK REQUEST.
- A4A.19.3. SUBMITS WORK REQUEST TO CIVIL ENGINEERING (CE).
- A4A.19.4. PHONES IN EMERGENCY REQUEST TO CE.
- A4A.19.5. PHONES TO FOLLOW UP ON DELAYED REPAIRS.
- A4A.19.6. CLOSES OUT WORK ORDER AFTER REPAIR ACCOMPLISHED.

A4A.20. PROCESSES DAMAGED/MISSING EQUIPMENT:

- A4A.20.1. INITIATES DAMAGE/LOST EQUIPMENT DOCUMENTATION.
- A4A.20.2. PREPARES STATEMENT OF CHARGES.
- A4A.20.3. PREPARES REPORTS OF SURVEY FORM.
- A4A.20.4. PREPARES CASH COLLECTION VOUCHER.

A4A.20.5. SUBMITS PAPERWORK TO APPROPRIATE AGENCY.

A4A.20.6. TURNS IN DAMAGED/UNNEEDED EQUIPMENT.

A4A.21. SETS UP/COLLECTS ON UNIT ACCOUNT:

A4A.21.1. TRANSCRIBES ORGANIZATION'S NAME IN COMPUTER.

A4A.21.2. DESIGNATES ACTIVITY CODE FOR ORGANIZATION.

A4A.21.3. INPUTS BACKGROUND INFORMATION ON ORGANIZATION.

A4A.21.4. COMPUTES AND INPUTS BILLING DATA AND ACTIVITY CODES.

A4A.21 5. PREPARES CHARGES.

A4A.21.6. SUBMITS OFFICIAL MONETARY CHARGES TO COMMERCIAL SERVICES.

A4A.21.7. FILES CORRESPONDENCE.

A4A.22. DEVELOPS LOCAL FOOD SERVICE POLICY:

A4A.22.1. RESEARCHES AND DRAFTS POLICY, PROCEDURE, OR PLAN.

A4A.22.2. PROOFREADS FINAL COPY.

A4A.22.3. FORWARDS FOR SIGNATURE/APPROVAL.

A4A.22.4. RECEIVES APPROVAL/DISTRIBUTES TO APPROPRIATE WORK CENTER.

A4A.22.5. FILES COPY OF GUIDANCE.

A4A.23. DEVELOPS/MAINTAINS FACILITY UPGRADE PROGRAM:

A4A.23.1. WALKS THROUGH DINING FACILITY TO DEVELOP CONCEPT.

A4A.23.2. RESEARCHES AND DISCUSSES FACILITY UPGRADE.

A4A.23.3. PREPARES DINING FACILITY IMPROVEMENT PACKAGE.

A4A.23.4. FORWARDS PACKAGE FOR SIGNATURE/APPROVAL.

A4A.23.5. PARTICIPATES IN ARCHITECTURAL ENGINEERING DESIGN MEETING.

A4A.24. PROVIDES ASSISTANCE TO VISITING OFFICIAL:

A4A.24.1. GREET/ANSWERS VISITOR'S/INSPECTOR'S QUERY.

A4A.24.2. ESCORTS VISITOR/INSPECTOR THROUGH DINING FACILITY.

A4A.24.3. PERFORMS FLIGHT KITCHEN CASHIER SPOT CHECK.

A4A.25. REVIEWS/MODIFIES VENDOR CONTRACT:

A4A.25.1. OBTAINS/CHECKS FOR AVAILABILITY/NEW SELECTION OF ITEMS.

A4A.25.2. ADDS TO OR DELETES ITEMS.

A4A.25.3. COORDINATES ON MODIFIED VENDOR'S CONTRACT.

A4A.25.4. FILES COPY OF CONTRACT CHANGES.

A4A.26. RECEIVES TRAINING:

A4A.26.1. RECEIVES 24-HOUR BIVOUAC TRAINING.

A4A.26.2. RECEIVES HOME STATION TRAINING.

A4A.26.3. RECEIVES COMBAT SUPPORT TRAINING.

A4A.27. INVENTORIES EQUIPMENT:

A4A.27.1. RECEIVES LISTING FROM SUPPLY.

A4A.27.2. REVIEWS LISTING AND CONDUCTS INVENTORY.

A4A.27.3. POSTS CHANGES TO RECORD.

A4A.27.4. FILES LISTING.

A4A.28. PROCESSES RECOMMENDATION TO CHANGE MEAL HOURS:

A4A.28.1. RESEARCHES AND COORDINATES MEAL TIME CHANGE.

A4A.28.2. PREPARES RECOMMENDATION FORM OR LETTER.

A4A.28.3. FORWARDS FORM OR LETTER FOR SIGNATURE/APPROVAL.

A4A.29. VALIDATES SUBSISTENCE-IN-KIND (SIK) ROSTER:

- A4A.29.1. DISTRIBUTES SIK ROSTERS TO SQUADRONS.
- A4A.29.2. RECEIVES SQUADRON INPUTS/CHANGES.
- A4A.29.3. UPDATES MASTER FILE.

A4A.30. DEVELOPS EVALUATION CRITERIA FOR FOOD CONTRACT:

- A4A.30.1. RESEARCHES APPROVED POLICY/PROCEDURE/PLAN.
- A4A.30.2. DRAFTS CHECKLIST OR PERFORMANCE STANDARD.
- A4A.30.3. PROOFREADS/SIGNS FINAL COPY.
- A4A.30.4. DISTRIBUTES TO APPROPRIATE WORK CENTERS.
- A4A.30.5. FILES COPY OF INSPECTION CRITERIA.

A4A.31. PERFORMS MONTHLY DINING HALL FUNDS ACCOUNTING:

- A4A.31.1. COMPUTES BASIC DAILY FOOD ALLOWANCE (BDFA).
- A4A.31.2. AUDITS SUBSISTENCE STRENGTH REPORT.
- A4A.31.3. AUDITS FOOD SERVICE OPERATIONS REPORT.
- A4A.31.4. CONSOLIDATES DATA FROM DINING HALL FACILITY SUMMARIES.
- A4A.31.5. PRINTS/FILES HARD COPY OF ACCOUNTING DATA.

A4A.32. RECONCILES BILLING DATA:

- A4A.32.1. OBTAINS COMMISSARY BILL AND FOOD SERVICE REPORT.
- A4A.32.2. COMPARES COMMISSARY BILL AND FOOD SERVICE PURCHASES.
- A4A.32.3. MAKES CHANGES.
- A4A.32.4. PREPARES/FILES LETTER DOCUMENTING RECONCILIATION.
- A4A.32.5. COMPARES FOOD SERVICE PURCHASES AND FINANCE PAYMENTS.
- A4A.32.6. MAKES CHANGES.
- A4A.32.7. PREPARES/FILES LETTER DOCUMENTING RECONCILIATION.

A4A.33. FILLS CIVILIAN VACANCY:

- A4A.33.1. ASSESSES WORKLOAD TO IDENTIFY NEED FOR NEW EMPLOYEE.
- A4A.33.2. PREPARES AND SUBMITS FILL ACTION.
- A4A.33.3. PREPARES AND FORWARDS REQUEST FOR NEW HIRE FOR APPROVAL.
- A4A.33.4. SCHEDULES, RECEIVES, AND INTERVIEWS APPLICANTS.
- A4A.33.5. CHECKS POTENTIAL EMPLOYEE'S BACKGROUND INFORMATION.
- A4A.33.6. PREPARES SELECT/NONSELECT DOCUMENTATION.
- A4A.33.7. DIRECTS NEW EMPLOYEE TO OBTAIN FOOD HANDLERS CARD.
- A4A.33.8. COORDINATES WITH/TRAVELS TO CIVILIAN PERSONNEL OFFICE.

A4A.34. INITIATES ARMED FORCES CONSUMER LEVEL SUBSISTENCE APPRAISAL COMMITTEE (AFCLSAC) QUESTIONNAIRE:

- A4A.34.1. PREPARES/PROOFS/SENDS OUT QUESTIONNAIRE.
- A4A.34.2. SUPERVISES TEST AND DOCUMENTATION OF REPLIES.
- A4A.34.3. RECEIVES/REVIEWS/TAKES ACTION REPLIES.

A4A.35. PLANS MEAL:

- A4A.35.1. REVIEWS MENU AND RECIPE CARDS.
- A4A.35.2. REVIEWS HISTORICAL DATA TO PROJECT HEAD COUNT.
- A4A.35.3. CHECKS TO ENSURE SUPPLIES ARE ADEQUATE TO PREPARE MEAL.
- A4A.35.4. COMPLETES FOOD SERVICES PRODUCTION LOG.
- A4A.35.5. MODIFIES RECIPE/MENU BASED ON AMOUNT OF SUPPLIES.
- A4A.35.6. GIVES INSTRUCTIONS/ASSIGNMENTS TO SUBORDINATES.
- A4A.35.7. COMPLETES SENIOR COOK'S REQUISITION.
- A4A.35.8. PROVIDES LOG AND REQUISITION FORMS TO CONTRACTOR.

A4A.36. THAWS MEAT:

- A4A.36.1. COMPARES PRODUCTION LOG AND COMPUTER-GENERATED THAW REPORT.
- A4A.36.2. REMOVES FROZEN MEATS FROM CONTAINER AND PLACES INTO PAN.
- A4A.36.3. REWEIGHS/RELABELS CONTAINERS.
- A4A.36.4. PLACES PAN INTO THAWING ROOM.
- A4A.36.5. LABELS PAN WITH PLACEMENT DATE.

A4A.37. PREPARES RECAPITULATION (RECAP) OF MENU ISSUE:

- A4A.37.1. COMPUTES FOOD REQUIREMENTS FOR USAF WORLDWIDE MENU.
- A4A.37.2. COORDINATES WITH DINING HALL SUPERINTENDENT.
- A4A.37.3. COORDINATES RECAP REQUIREMENTS WITH TROOP SUPPORT.
- A4A.37.4. PROVIDES COMPUTATIONS TO THE COMMISSARY.

A4A.38. ORDERS/RECEIVES FOOD SUPPLY FROM COMMISSARY:

- A4A.38.1. CHECKS PRODUCTION LOG/SPECIAL REQUEST.
- A4A.38.2. REVIEWS DINING HALL STOCK RECORD.
- A4A.38.3. PREPARES SUBSISTENCE REQUEST FORM.
- A4A.38.4. FORWARDS FORM TO APPROPRIATE AGENCY.
- A4A.38.5. TRAVELS TO POINT OF ISSUE.
- A4A.38.6. VERIFIES DELIVERY AGAINST INVOICE/CHECKS FOR DAMAGES.
- A4A.38.7. LOADS SUPPLIES AND RETURNS TO DUTY SECTION.
- A4A.38.8. UNLOADS/PLACES SUPPLIES IN WORKING AREA.
- A4A.38.9. ROTATES STOCK/STORES SUPPLIES AND UPDATES STOCK RECORD.

A4A.39. ORDERS/RECEIVES FOOD SUPPLY FROM VENDOR:

- A4A.39.1. CHECKS PRODUCTION LOG/SPECIAL REQUEST.
- A4A.39.2. PREPARES/PROVIDES REQUEST TO VENDOR.
- A4A.39.3. TRAVELS TO RECEIVING AREA.
- A4A.39.4. VERIFIES DELIVERY AGAINST INVOICE/CHECKS FOR DAMAGES.
- A4A.39.5. CHECKS FOR ENVIRONMENTAL HEALTH APPROVAL.
- A4A.39.6. SIGNS RECEIPT/GIVES COPY TO VENDOR.
- A4A.39.7. PLACES SUPPLIES IN WORKING AREA.
- A4A.39.8. ROTATES STOCK/STORES NEW SUPPLIES.
- A4A.39.9. UPDATES DINING HALL STOCK RECORD/FILES RECEIPTS.

A4A.40. PERFORMS FUNDS ACCOUNTING:

- A4A.40.1. AUDITS ACOS ERROR LISTING.
- A4A.40.2. AUDITS TALLY IN-OUT RECORD.
- A4A.40.3. AUDITS SUBSISTENCE REQUEST.
- A4A.40.4. AUDITS INVENTORY OF QUARTERMASTERS SUPPLIES.
- A4A.40.5. AUDITS SPECIAL SUBSISTENCE REQUEST LETTER.
- A4A.40.6. REVIEWS 8900 FEDERAL SUPPLY PRICE LIST.
- A4A.40.7. PROVIDES DOCUMENTS TO ACCOUNTANT.
- A4A.40.8. OBTAINS AND COUNTS FUNDS IN CASHIERS SACHET.
- A4A.40.9. PREPARES RECEIPT FOR TRANSFER OF CASH AND VOUCHER.
- A4A.40.10. OBTAINS SIGNATURE OF RECIPIENT OR SIGNS FOR CASH.
- A4A.40.11. SECURES CASH RECEIVED.

A4A.41. PREPARES DUTY SCHEDULE/ROSTER:

- A4A.41.1. REVIEWS LEAVE SCHEDULE.
- A4A.41.2. CHECKS TEMPORARY DUTY REQUIREMENTS.
- A4A.41.3. PREPARES NEW DUTY SCHEDULE/ROSTER.
- A4A.41.4. MAKES COPIES/DISTRIBUTES NEW DUTY SCHEDULES/ROSTERS.
- A4A.41.5. POSTS COPY OF SCHEDULE/ROSTER ON BULLETIN BOARD.

A4A.42. CLOSES DINING FACILITY:

- A4A.42.1. SECURES DINING FACILITY.
- A4A.42.2. CHECKS TO ENSURE FOOD SERVICES DATA FILES ARE CLOSED.
- A4A.42.3. COMBINES FOOD SERVICES COMPUTER FILES.
- A4A.42.4. EXTRACTS DAILY REPORT/AUDIT TAPE FROM CASH REGISTER.

A4A.43. UPLOADS/DOWNLOADS CASH REGISTER.**A4A.44. PREPARES BREAKFAST MEAL:**

- A4A.44.1. GATHERS AND ARRANGES UTENSILS.
- A4A.44.2. GATHERS AND ARRANGES FOOD AROUND GRILL.
- A4A.44.3. ACCEPTS AND PREPARES ORDER FOR PATRON.
- A4A.44.4. PLACES ITEMS IN CARRYOUT CONTAINER.
- A4A.44.5. STORES UTENSILS AND UNUSED FOOD.

A4A.45. PREPARES LUNCH FULL-ORDER (REGULAR) MEAL:

- A4A.45.1. REVIEWS MENU AND RECIPE.
- A4A.45.2. GATHERS AND ARRANGES UTENSILS/EQUIPMENT.
- A4A.45.3. GATHERS/UNPACKS/SLICES/TRIMS AND ARRANGES INGREDIENTS.
- A4A.45.4. PREPARES BULK COOKED MEAL.
- A4A.45.5. PLACES FOOD IN PROPER SERVING DISH/POT/PAN.
- A4A.45.6. TRANSPORTS FOOD TO WARMER.
- A4A.45.7. STORES UNUSED INGREDIENTS.

A4A.46. PREPARES DINNER FULL-ORDER (REGULAR) MEAL:

- A4A.46.1. REVIEWS MENU AND RECIPE.
- A4A.46.2. GATHERS AND ARRANGES UTENSILS/EQUIPMENT.
- A4A.46.3. GATHERS/UNPACKS/SLICES/TRIMS AND ARRANGES INGREDIENTS.
- A4A.46.4. PREPARES BULK COOKED MEAL.
- A4A.46.5. REMOVES FROM APPLIANCE.
- A4A.46.6. PLACES FOOD IN PROPER SERVING DISH/POT/PAN.
- A4A.46.7. TRANSPORTS FOOD TO WARMER.
- A4A.46.8. STORES UNUSED INGREDIENTS.

A4A.47. INVENTORIES FOOD SUPPLIES:

- A4A.47.1. INVENTORIES SUPPLY ITEMS.
- A4A.47.2. IDENTIFIES DISCREPANCIES.
- A4A.47.3. ANNOTATES DINING HALL STOCK RECORD.
- A4A.47.4. OBTAINS/REVIEWS DINING STOCK RECORD FORM.
- A4A.47.5. RECONCILES INVENTORY.
- A4A.47.6. PREPARES/FILES INVENTORY ADJUSTMENT FORM.

A4A.48. PERFORMS KITCHEN ISSUE:

- A4A.48.1. REVIEWS SENIOR COOK'S REQUISITION FORM.
- A4A.48.2. REMOVES FOOD FROM DRY AND REFRIGERATED STORAGE.
- A4A.48.3. PLACES FOOD IN KITCHEN.
- A4A.48.4. ANNOTATES DINING HALL STOCK RECORD.
- A4A.48.5. RECEIVES/FILLS REQUEST FOR INDIVIDUAL ISSUE.
- A4A.48.6. CONSOLIDATES TOTAL ISSUES ON DINING HALL STOCK RECORD.
- A4A.48.7. PERFORMS JOINT INVENTORY WITH SHIFT LEADER.

A4A.49. PERFORMS APPROPRIATED FUND (APF) SITE ISSUE:

- A4A.49.1. RECEIVES REQUEST FROM APF ACTIVITY.
- A4A.49.2. OBTAINS TALLY IN-OUT RECORD.

- A4A.49.3. PERFORMS JOINT INVENTORY WITH APF REPRESENTATIVE.
- A4A.49.4. ISSUES ITEMS AND OBTAINS APF REQUESTER'S SIGNATURE.
- A4A.49.5. UPDATES DINING HALL STOCK RECORD.

A4A.50. PREPARES MID-NIGHT MEAL:

- A4A.50.1. GATHERS AND ARRANGES UTENSILS.
- A4A.50.2. GATHERS AND ARRANGES FOOD AROUND GRILL.
- A4A.50.3. ACCEPTS AND PREPARES ORDER FOR PATRON.
- A4A.50.4. PLACES ITEMS IN CARRYOUT CONTAINER.
- A4A.50.5. STORES UTENSILS AND UNUSED FOOD.

A4A.51. PERFORMS DAILY WALK-THROUGH TO BEGIN DAILY FOOD OPERATION:

- A4A.51.1. CHECKS OPERABILITY OF EQUIPMENT.
- A4A.51.2. CHECKS FOR FIRE/SAFETY/SANITATION COMPLIANCE.
- A4A.51.3. INFORMS PERSONNEL OF WORK/SHIFT CHANGES.
- A4A.51.4. INSPECTS WORK IN PROGRESS/ANNOTATES DUTY ROSTER.
- A4A.51.5. CHECKS OUTSIDE OF FACILITY FOR CLEANLINESS.

A4A.52. PERFORMS RANDOM WALK-THROUGH PRIOR TO/DURING MEAL:

- A4A.52.1. VERIFIES ACCURACY OF CASH REGISTER FOOD PRICES.
- A4A.52.2. VERIFIES ACCURACY OF POSTED MENU DISPLAY FOOD PRICES.
- A4A.52.3. CHECK CONTRACTOR'S SERVING LINE/FOOD PLACEMENT.
- A4A.52.4. OBTAINS CUSTOMER FEED-BACK.

A4A.53. PREPARES LUNCH SHORT-ORDER MEAL:

- A4A.53.1. GATHERS AND ARRANGES UTENSILS.
- A4A.53.2. GATHERS AND ARRANGES FOOD AROUND GRILL.
- A4A.53.3. ACCEPTS AND PREPARES ORDER FOR PATRON.
- A4A.53.4. PLACES ITEMS IN CARRY OUT CONTAINER.
- A4A.53.5. STORES UTENSILS AND UNUSED FOOD.

A4A.54. CORRECTS POWER INTERRUPTION:

- A4A.54.1. PERFORMS EMERGENCY SHUT-DOWN OF TELEPHONE SYSTEM.
- A4A.54.2. PERFORMS EMERGENCY SHUT-DOWN OF COMPUTER SYSTEM.
- A4A.54.3. NOTIFIES TELEPHONE REPAIR FACILITY.
- A4A.54.4. NOTIFIES COMPUTER SYSTEMS SECURITY ADMINISTRATOR.
- A4A.54.5. RECORDS TIME OF ACTION.

A4A.55. PREPARES FOOD SERVICE REPORTS:

- A4A.55.1. COMPLETES ALACS ITEM PRICING FORM.
- A4A.55.2. COMPLETES MONTHLY MONETARY RECORD.
- A4A.55.3. COMPLETES DAILY DINING FACILITY SUMMARY.
- A4A.55.4. COMPLETES CASH COLLECTION VOUCHER.
- A4A.55.5. COMPLETES ALACS MEAL ORDER RECORD.
- A4A.55.6. COMPLETES UNSATISFACTORY MATERIAL (SUBSISTENCE) REPORT.

A4A.56. CORRECTS SHIFT PROBLEMS:

- A4A.56.1. COUNSELS PERSONNEL.
- A4A.56.2. REVISES SHIFT SCHEDULE.
- A4A.56.3. COORDINATES REPLACEMENT FOR NO-SHOW.

A4A.57. ACCEPTS RETURN ON KITCHEN ISSUE:

- A4A.57.1. GATHERS UNUSED SUBSISTENCE FROM KITCHEN.
- A4A.57.2. DELIVERS UNUSED SUBSISTENCE TO STOREROOM.

- A4A.57.3. ANNOTATES DINING HALL STOCK RECORD.
- A4A.57.4. ANNOTATES FINAL COOK REQUISITION/OBTAINS SIGNATURE.
- A4A.57.5. ROTATES STOCK/RETURNS ITEMS TO STORAGE LOCATION.
- A4A.57.6. PERFORMS JOINT INVENTORY WITH SHIFT LEADER.

A4A.58. ACCEPTS RETURN FROM APF ACTIVITY:

- A4A.58.1. CHECKS RETURNED SUBSISTENCE ITEMS.
- A4A.58.2. RETURNS USABLE SUBSISTENCE TO STOREROOM.
- A4A.58.3. PERFORMS JOINT INVENTORY WITH APF REPRESENTATIVE.
- A4A.58.4. COMPLETES TALLY IN-OUT RECORD.
- A4A.58.5. ROTATES STOCK/RETURNS ITEMS TO STORAGE LOCATION.
- A4A.58.6. UPDATES DINING HALL STOCK RECORD.

A4A.59. PROCESSES SUSPECTED CONTAMINATED FOOD:

- A4A.59.1. CHECKS PREVIOUSLY IDENTIFIED SPOILED GOODS.
- A4A.59.2. COORDINATES WITH PUBLIC HEALTH AGENCY.
- A4A.59.3. PREPARES/SIGNS TALLY OUT FORM.
- A4A.59.4. REMOVES/DISPOSES OF SPOILED GOODS.
- A4A.59.5. POSTS DINING HALL STOCK RECORD.
- A4A.59.6. FILES TALLY OUT FORM.

A4A.60. PREPARES DINNER SHORT-ORDER MEAL:

- A4A.60.1. GATHERS AND ARRANGES UTENSILS.
- A4A.60.2. GATHERS AND ARRANGES FOOD AROUND GRILL.
- A4A.60.3. ACCEPTS AND PREPARES ORDER FOR PATRON.
- A4A.60.4. PLACES ITEMS IN CARRYOUT CONTAINER.
- A4A.60.5. STORES UTENSILS AND UNUSED FOOD.

A4A.61. COMPLETES AFCLSAC QUESTIONNAIRE:

- A4A.61.1. REVIEWS MENU AND RECIPE.
- A4A.61.2. GATHERS AND ARRANGES UTENSILS/EQUIPMENT.
- A4A.61.3. GATHERS/UNPACKS/SLICES/TRIMS AND ARRANGES INGREDIENTS.
- A4A.61.4. PREPARES RECIPE.
- A4A.61.5. REMOVES FROM APPLIANCE AND PERFORMS EVALUATION.
- A4A.61.6. COMPLETES AFCLSAC QUESTIONNAIRE.

A4A.62. DETERMINES REQUIREMENT:

- A4A.62.1. REVIEWS MENU AND RECEIVES PHONE REQUEST.
- A4A.62.2. SELECTS RECIPE AND COMPUTES INGREDIENT QUANTITY REQUIRED.

A4A.63. PREPARES/BAKES PASTRY:

- A4A.63.1. GATHERS AND ARRANGES UTENSILS AND INGREDIENTS.
- A4A.63.2. PREHEATS OVEN.
- A4A.63.3. SCALES, MEASURES, AND MIXES INGREDIENTS.
- A4A.63.4. ROLLS, KNEADS, AND SHAPES DOUGH.
- A4A.63.5. PREPARES BAKING PAN OR SHEET
- A4A.63.6. PLACES DOUGH OR BATTER ON PAN OR SHEET.
- A4A.63.7. PREPARES AND APPLIES FILLING OR TOPPING.
- A4A.63.8. PLACES PASTRY IN OVEN TO BAKE.
- A4A.63.9. REMOVES PASTRY FROM APPLIANCE/APPLIES ICING OR FROSTING.
- A4A.63.10. RACKS/LABELS PASTRY ITEM.
- A4A.63.11. PERFORMS MINOR CLEANUP OF WORK AREA AND EQUIPMENT.
- A4A.63.12. UPDATES INVENTORY AND PRODUCTION RECORD.

A4A.63.13. UPDATES CENTRAL PASTRY KITCHEN PRODUCTION RECORD.

A4A.63.14. UPDATES SENIOR COOK'S REQUISITION FORM.

A4A.64. MODIFIES MENU:

A4A.64.1. COPIES MENU TO PERSONAL FILE.

A4A.64.2. CHANGES STOCK NUMBER BASED ON INGREDIENTS.

A4A.64.3. CHANGES QUANTITY PER HUNDRED DATA.

A4A.64.4. DEPRESSES FUNCTION KEY TO UPDATE MENU.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Food Service, Dining Facility/45D1			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	CIV									
Services Superintendent	3M091	SMS									
Services Craftsman	3M071	MSG	1	1	1	1	1	1	1	1	1
Services Craftsman	3M071	TSG	1	1	1	1	1	1	1	1	2
Services Journeyman	3M051	SSG	5	5	5	5	6	6	6	6	6
Services Journeyman	3M051	SRA	4	4	4	4	4	5	5	5	5
Services Apprentice	3M031	A1C	7	8	9	9	9	9	10	11	11
Information Mgt Journeyman	3A051	SSG				1	1	1	1	1	1
Information Mgt Journeyman	3A051	SRA	1	1	1						
Inventory Mgt Journeyman	2S051	SSG				1	1	1	1	1	1
Inventory Mgt Journeyman	2S051	SRA									
TOTAL			19	20	21	22	23	24	25	26	27
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	CIV									
Services Superintendent	3M091	SMS			1	1	1	1	1	1	1
Services Craftsman	3M071	MSG	2	2	2	2	2	2	2	2	2
Services Craftsman	3M071	TSG	2	2	2	2	2	2	2	2	3
Services Journeyman	3M051	SSG	6	6	6	7	7	7	7	7	7
Services Journeyman	3M051	SRA	5	5	5	5	6	6	6	6	6
Services Apprentice	3M031	A1C	11	12	12	12	12	13	14	15	15
Information Mgt Journeyman	3A051	SSG	1	1	1	1	1	1	1	1	1
Information Mgt Journeyman	3A051	SRA									
Inventory Mgt Journeyman	2S051	SSG			1	1	1	1	1	1	1
Inventory Mgt Journeyman	2S051	SRA	1	1							
NOTE: Inventory Mgt Journeyman may be substituted with a Services Journeyman.											
TOTAL			28	29	30	31	32	33	34	35	36

AF Form 1113, JUN 91 (COMPUTER GENERATED). PREVIOUS EDITION IS OBSOLETE.

VARIANCES**FOOD SERVICES**

A4C.1. Title. Positive Mission Variance for Quality Assurance Evaluator (QAE) for Full Food Service Contract Management.

A4C.1.1. Definition. Allows man-hour credit for contract surveillance and management for dining facilities at locations where the entire food service operation is staffed and managed by contract employees.

A4C.1.2. Applicability and Impact:

BASE

ANDREWS	LAUGHLIN
ANKARA	MAXWELL
BOLLING	MCCLELLAN
BROOKS	PATRICK
CAPE COD	RANDOLPH
CLEAR	REESE
COLUMBUS	ROBINS
EDWARDS	SHEPPARD
GOODFELLOW	TINKER
HILL	THULE
INCIRLIK	USAF ACADEMY
IZMIR	VANCE
KELLY	VANDENBERG
KEESLER	WRIGHT-PATTERSON
LACKLAND	

A4C.1.3. Man-hour Equation. $Y = 244.92 + 129.55X_1 + 49.41X_2 + 47.25X_3 + 37.89X_4 + 37.89X_5$

A4C.1.4. Workload Factor (X) Definitions:

A4C.1.4.1. X_1 = Total Number of Dining Facilities

A4C.1.4.2. X_2 = Total Number of Flight Kitchens

A4C.1.4.3. X_3 = Total Number of Fire Kitchens

A4C.1.4.4. X_4 = Total Number of Central Bakeries

A4C.1.4.5. X_5 = Total Number of Central Preparation Kitchens

A4C.1.5. Application Instructions:

A4C.1.5.1. Compute the "X" values in the man-hour equations in paragraph A4C.1.3 above by substituting a number from paragraph A4C.1.4 above for each "X" value. For example, if you have two dining facilities, multiply 129.55 times the number 2 for the first "X" value to yield 259.10 monthly man-hours. If there is no flight kitchen on your installation, multiply 49.41 times zero to yield "0". Use this procedure to compute all the "X" values.

A4C.1.5.2. Total the man-hours resulting from computing the "X" values, then add these man-hours to the constant man-hours (244.92) to obtain the overall total monthly man-hours.

A4C.1.5.3. Divide the overall total monthly man-hours by the current MAF and overload factor to compute the fractional manpower.

A4C.1.5.4 Round the fractional manpower to the next whole number. For example, $300.00 / 160.7 = 1.867$ which is rounded up to 2 whole manpower spaces.

A4C.1.5.5. Use the manpower table in paragraph A4C.1.7 below to determine skill and grades.

A4C.1.6. **Statement of Conditions.** DO NOT apply any other food service equation or variance if your food service operation employs a "full-food" service contract. This is a stand-alone mission variance.

A4C.1.7. **Manpower Table:**

Title	AFSC	GRADE	MANPOWER REQUIREMENT												
Services Mgr	3M000	CMS						1	1	1	1	1	1	1	1
Services Supt	3M091	SMS	1	1	1	1	1	1	1	1	1	1	1	1	1
Services Jrny	3M071	MSG					1	2	2	2	3	3	4	4	5
Services Jrny	3M071	TSG			1	2	2	2	2	3	3	4	4	5	5
Infor Mgt Jrny	3A051	SRA	1	1	1	1	1	1	1	1	1	1	1	1	1
TOTAL			1	2	3	4	5	6	7	8	9	10	11	12	13

A4C.2. Title. Positive Mission Variance for In-House Food Service Attendants.

A4C.2.1. **Definition.** Provides manpower credit for specialized food service support when food service attendant duties are conducted in-house. All positions should be filled with a civilian Services Apprentice, AFSC 3M031, within a range of 2-35.

A4C.2.2. **Applicability and Impact.** The core standard does not cover in-house food service attendants. This variance covers in-house food services attendants applicable at the following bases.

BASE

ANDERSEN	MILDENHALL
ALCONBURY	MISAWA
AVIANO	OSAN
HOWARD	RAMSTEIN
LAKENHEATH	RHEIN MAIN
LAJES	SEMBACH
KADENA	SPANGDAHLEM
KUNSAN	YOKOTA

A4C.2.3. **Man-hour Equations:**

A4C.2.3.1. **Food Service Attendant:**

A4C.2.3.1.1. $Y_1 = 2171 + .1018X$ (facilities serving midnight meals)

A4C.2.3.1.2. $Y_2 = 6.341X^{.6729}$ (facilities not serving midnight meals)

A4C.2.3.2. **Fire Station Support.** $Y = 262.1 + .1690X$

A4C.2.4. **Workload Factors:**

A4C.2.4.1. **Food Service Attendant:**

A4C.2.4.1.1. **Title.** Weighted Rations Served.

A4C.2.4.1.2. **Definition.** The average number of weighted rations served monthly.

A4C.2.4.1.3. **Source.** AF Form 1119, **Monthly Monetary Record**, Column G, Total Line.

A4C.2.4.2. **Fire Station Support:**

A4C.2.4.2.1. **Title.** Weighted Rations Served.

A4C.2.4.2.2. **Definition.** The average number of weighted rations served daily in the Fire Station.

A4C.2.4.2.3. **Source.** AF Form 1119, **Monthly Monetary Record**, Column E, (Crash Kitchen W/R), Opposite TOTAL line. Divide this total by number of days meals were served in the Fire Station that month.

A4C.2.5. Application Instructions:**A4C.2.5.1. Food Service Attendant:**

A4C.2.5.1.1. Use 12 months historical workload data.

A4C.2.5.1.2. Extrapolation will not exceed the manpower requirements listed on the standard manpower table. Dining facilities serving midnight meals with workload that falls below the lower extrapolation limit should use equation in paragraph A4C.2.3.1.2 above.

A4C.2.5.1.3. If the dining facility serves midnight meals and the workload does not fall below the lower limit on the manpower table, use equation in paragraph A4C.2.3.1.1 above. If the facility does not serve midnight meals use equation in paragraph A4C.2.3.1.2.

A4C.2.5.1.4. Compute the total standard man-hours by applying the standard man-hour equation, add in the man-hours derived by applying the equation for Fire Station Support and sum the resulting man-hours.

A4C.2.5.1.5. This variance is exempt from aggregation of fractional manpower requirements. Air Force policy restricts the performance of Food Service Attendant tasks to civilians, contractor, or rostered military personnel. Rostering of military personnel must be approved by HQ AFSVA/SVO. Since the other Food Service work centers are predominately military, cross utilization cannot be accomplished.

A4C.2.5.1.6. All authorizations earned are civilian.

A4C.2.5.1.7. The workload range for this variance is:

A4C.2.5.1.7.1. Dining facilities serving midnight meals, 6,084 to 28,172.

A4C.2.5.1.7.2. Dining facilities not serving midnight meals, 104 to 7,602.

A4C.2.5.2. Fire Station Support:

A4C.2.5.2.1. Use 12 months historical data.

A4C.2.5.2.2. Extrapolation will not exceed the manpower requirements listed on the standard manpower table. The man-hour range of this variance is 282.72 to 426.70.

A4C.2.5.2.3. Apply this portion of the standard using the man-hour equation shown in paragraph A4C.2.3.2 above. Add the resultant man-hours to the man-hours derived through application of the Food Service Attendant portion of the standard before rounding to whole manpower requirements. The resulting manpower total should be filled with a civilian Services Apprentice, AFSC 3M031, within a range of 2-35.

A4C.2.6. Statement of Conditions:**A4C.2.6.1. Food Service Attendant:**

A4C.2.6.1.1. This function assists in the preparation of food items. Tasks performed do not include actual cooking or the preparation of meat for cooking or serving. Function is responsible for the sanitation of the dining facility and performing mess check.

A4C.2.6.1.2. In the CONUS this function is contracted. Therefore, a CONUS-sustaining wartime standard is not required. In-theater concepts of operation, e.g., field feeding practices, use of T-Rations, etc., preclude the use of this standard to predict in-theater wartime requirements.

A4C.2.6.2. Fire Station Support:

A4C.2.6.2.1. The level of service established by HQ USAF is contingent upon the proper execution of specific responsibilities by both the Food Service Officer and the Fire Chief. These responsibilities are outlined in paragraph A4C.2.6.2.2 below. Each dining facility should have a covered, dedicated vehicle, and each Fire Station should be equipped with a heavy-duty industrial portable dishwasher. In addition, each dining facility should have specially designed insulated steam box tables that facilitate the movement of prepared food from the dining facility to the Fire Station.

A4C.2.6.2.2. The following statements of responsibility establish the Air Force standard level of food service provided at Fire Stations to military and civilian firefighters assigned crash or structural firefighting duties.

A4C.2.6.2.2.1. Food Service Officer Responsibilities:

A4C.2.6.2.2.1.1. Provide a menu for the following day's meals to the Fire Chief by 1800 so that firefighters can indicate their entree preferences. A choice of all entrees offered at the main dining facility (except short order), two vegetables, two salads, two beverages, soup of the day, two desserts, and all appropriate condiments will be provided.

A4C.2.6.2.2.1.2. Provide hot meals twice a day (lunch and dinner) seven days a week.

A4C.2.6.2.2.1.3. Prepares meals at the main dining hall and transport to the fire station by use of a food service attendant trained to serve food and drive the vehicle.

A4C.2.6.2.2.1.4. Transport food in bulk by hand-carried insulated boxes designed to hold steam table inserts of varying sizes.

A4C.2.6.2.2.1.5. Serve food for a one and one-half hour period for the lunch meal and for one hour when serving the dinner meal. Scheduled serving time will be based on requirements established by the Fire Chief.

A4C.2.6.2.2.1.6. Provide food service equipment and facility layout necessary to maintain required serving temperatures, efficient customer flow, and attractive merchandising of food.

A4C.2.6.2.2.1.7. Provide the equipment necessary to transport food to include the vehicle and food containers.

A4C.2.6.2.2.1.8. Wash feeding utensils at the Fire Station and store them in preparation for the next meal.

A4C.2.6.2.2.1.9. In the event of an alert requiring firefighters to leave prior to finishing the meal, provide attendant to serve hot meals upon return of firefighters.

A4C.2.6.2.2.1.10. Maintain sanitary standards during the meal period. Clean both the serving and dining areas immediately after the meal period. Obtain approval from the Fire Chief or designated representative that the kitchen and dining area are clean prior to departure after the meal.

A4C.2.6.2.2.2. Fire Chief Responsibilities:

A4C.2.6.2.2.2.1. Provide the kitchen and dining area needed to feed firefighters.

A4C.2.6.2.2.2.2. Ensure the kitchen and dining areas are maintained as required by the base veterinarian.

A4C.2.6.2.2.2.3. Notify Food Service of entree choices at least two hours prior to the beginning of the Fire Station serving period.

A4C.2.6.2.2.2.4. Obtain approval of the major command DE if the requirement exists to deviate from providing two meals a day, seven days a week.

A4C.2.6.2.2.2.5. Provide cashier who will transfer signature sheets and funds collected to the Food Service attendant at the end of the meal period.

A4C.2.6.2.2.2.6. For Fire Stations with a structural firefighting mission only, the chief should consider the option of using a Fire Department vehicle to transport firefighters to the main dining facility to eat if it is within the time and distance criteria.

A4C.3. Title. Negative Mission Variance for Exclusion of In-House Food Service Attendants.

A4C.3.1. **Definition.** A negative variance that excludes man-hour credit provided in the core food service standard (Processes 6 through 11) for quality assurance evaluation duties.

A4C.3.2. **Applicability and Impact.** This exclusion applies to food service operations that employ neither "full-food" or "mess attendant" food service contracts. After applying the core monthly man-hour standard for the Food Service element, the applicable bases must subtract 122.84 man-hours from the total.

A4C.3.2.1. **Exclusive Processes:**

PROCESS NUMBER	PROCESS TITLE	MONTHLY MHRS
6	PREPARES FOOD SERVICE CONTRACT	6.67
7	MAINTAINS CONTRACT	4.79
8	PREPARES QUALITY ASSURANCE SCHEDULE	1
9	ENSURES COMPLIANCE WITH QASP	108
10	PREPARES CONTRACT CONTINGENCY PLAN	0.55
11	PREPARES CONTRACTOR AWARD FEE	1.83
TOTAL		122.84

A4C.3.2.2. **Applicable Bases:** Alconbury, Aviano, Bitburg, Lakenheath, Mildenhall, Ramstein, Rhein Main, and Sembach

A4C.4. Title. Positive Mission Variance for an Additional Dining Facility Operational 7 Days Per Week.

A4C.4.1. **Definition.** Full-service facility operated in addition to the primary facility, where distance between the main dining facility and work areas, customer volume, facility space limitations, or special mission requirements dictate the need for an additional dining facility with hours of operation that complement those of the primary facility, but without a midnight meal.

A4C.4.2. **Applicability and Impact:**

A4C.4.2.1 **Computations/Manpower Requirements:**

WORK PROCESS	VAR 4 MIN MHRS
SUPERVISION	160.7
STOREROOM	243.49
LUNCH	730.46
DINNER	730.46
BREAKFAST	486.98
TOTAL MAN-HOURS =	2352.09/MAF

A4C.4.2.2. **Applicable Bases:**

BASE	MPWR REQ	BASE	MPWR REQ
ALCONBURY	15 (UPWOOD)	KADENA	15
ANDERSEN	15	KIRTLAND	15
AVIANO	15	*NELLIS (X2)	30
ELMENDORF	15	RAMSTEIN	15
EGLIN	15	*OFFUTT (X2)	30
FAIRCHILD	15	*OSAN (X2)	30
HOLLOMAN	15	PETERSON	15
HOWARD	15	WHITEMAN	15
HURLBURT	15	TRAVIS	15

* Two separate facilities.

A4C.4.3. **Manpower Table.** For 15 Authorizations

GRADE	AFSC	MPWR
MSGT	3M071	1
TSGT	3M071	1
SSGT	3M051	4
SRA	3M051	3
A1C	3M031	6
TOTAL		15

NOTE: *Multiply the positions on the manpower table by 2. For example, these locations would earn two MSGTs, six SRAs, etc.

A4C.5. Title. Positive Mission Variance for an Additional Dining Facility Operational 5 Days Per Week.

A4C.5.1. **Definition.** Full-service facility operated in addition to the primary facility, where distance between the main dining facility and work areas, customer volume, facility space limitations, or special mission requirements dictate the need for an additional dining facility, but a midnight meal is not required.

A4C.5.2. **Applicability and Impact:**

A4C.5.2.1. **Computations/Manpower Requirements:**

PROCESS	MIN MHRS
SUPERVISION	160.7
STOREROOM	160.7
LUNCH	521.76
DINNER	521.76
BREAKFAST	350.4
TOTAL MAN-HOURS =	1715.32 (Divide by appropriate MAF)
TOTAL MANPOWER =	10.67 or 11

A4C.5.2.2. **Applicable Bases:**

BASE	MPWR REQ
BARKSDALE	11
BEALE	11
DYESS	11
KADENA	11
MILDENHALL	11
POPE	11

A4C.5.3. **Manpower Table:**

GRADE	AFSC	MPWR
MSGT	3M071	1
TSGT	3M071	1
SSGT	3M051	2
SRA	3M051	2
A1C	3M051	5
TOTAL		11

A4C.6. Title. Positive Mission Variance for an Additional Dining Facility Serving two Meals Per Day.

A4C.6.1. **Definition.** Full-service facility operated in addition to the primary facility, where distance between the main dining facility and work areas, customer volume, facility space limitations, or special mission requirements dictate the need for an additional dining facility during two meal periods per day.

A4C.6.2. **Applicability and Impact:**

A4C.6.2.1. **Computations/Manpower Requirements:**

PROCESS	CONSTANT
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MANPOWER

SUPERVISION	1
MEAL #1	2
MEAL #2	2
TOTAL MANPOWER	5 PER FACILITY

A4C.6.2.2. Applicable Bases:

BASE	MPWR REQ
ALCONBURY	5 (MOLESWORTH)
*FAIRCHILD	10
LAKENHEATH	5
*KADENA	10
KUNSAN	5
*MISAWA	10
OSAN	5
*RAMSTEIN	10
SEMBACH	5

*Two separate facilities

A4C.6.3. Manpower Table:

FOR 10 AUTH			FOR 5 AUTH		
GRADE	AFSC	MPWR	GRADE	AFSC	MPWR
TSGT	3M071	1	SSGT	3M051	1
SSGT	3M051	2	SRA	3M051	1
SRA	3M051	2	A1C	3M031	3
A1C	3M031	5			
TOTAL		10	TOTAL		5

A4C.7. Title. Positive Mission Variance for an Alert Dining Facility.

A4C.7.1. Definition. A compact, full-service dining facility, usually collocated within a secure aircraft alert facility providing food service support to alert aircrews and associated maintenance, security, and operations personnel required to ensure the capability for rapid launch of aircraft. **NOTE:** This variance should only be applied when the following facilities are operational, not on standby.

A4C.7.2. Applicability and Impact. Adds +3 authorizations for the following bases:

BASE	MPWR REQ	BASE	MPWR REQ
ALTUS	3	MALMSTROM	3
ALCONBURY	3	MCCHORD	3
BITBURG	3	OFFUTT	3

CHARLESTON	3	OSAN	3
DAVIS-MONTHAN	3	POPE	3
HOLLOMAN	3	SEYMOUR JOHNSON	3
LANGLEY	3	TYNDALL	3

A4C.7.3. Manpower Table:

GRADE	AFSC	MPWR
SSGT	3M051	1
A1C	3M031	2
TOTAL		3

A4C.8. Title. Positive Mission Variance for Management of Local National Employees.

A4C.8.1. Definition. This variance provides man-hour credit for workload associated with managing a multinational work force at multiple locations within established host nation union, legal, and personnel requirements.

A4C.8.2. Applicability and Impact. Adds +1 TSGT 3M071 authorization for Ramstein AB only.

A4C.9. Title. Positive Mission Variance for Independent Flight Kitchen Operation.

A4C.9.1. Definition. A flight kitchen that provides meals for consumption aloft by aircrews and passengers, and ground support meals for authorized personnel whose nature of duty precludes them from attending a scheduled meal period in a dining facility. Operates 24 hours per day, 7 days per week. Facility is physically separated from any other food service operation and maintains a separate monetary account and storeroom.

A4C.9.2. Applicability and Impact. Adds the following authorizations for the bases below:

BASE	MPWR	BASE	MPWR	BASE	MPWR
ANDERSEN	5	HURLBURT FLD	5	MT HOME	5
BARKSDALE	5	GRAND FORKS	5	NELLIS	5
BEALE	5	KADENA	5	OFFUTT	5
CANNON	5	LANGLEY	5	POPE	5
CHARLESTON	6	LAJES	5	RAMSTEIN	5
DAVIS-MONTHAN	5	LITTLE ROCK	5	RHEIN MAIN	10*
DOVER	6	LUKE	5	SCOTT	5
DYESS	5	MAC DILL	5	SEYMOUR JOHNSON	5
EGLIN	5	MCCHORD	5	SHAW	5
EIELSON	5	MCGUIRE	5	TRAVIS	10*
ELLSWORTH	5	MCCONNELL	6	TYNDALL	5
ELMENDORF	5	MILDENHALL	5	WHITEMAN	5
HICKAM	7	MINOT	5		
HOWARD	5	MISAWA	5		

* LARGE AERIAL PORTS X2

A4C.9.3. Manpower Table:

FOR 10 AUTH

FOR 5 AUTH

GRADE	AFSC	MPWR	GRADE	AFSC	MPWR
TSGT	3M071	1	SSGT	3M051	1
SSGT	3M051	2	SRA	3M051	1
SRA	3M051	2	A1C	3M031	3
A1C	3M031	5			
TOTAL		10	TOTAL		5

A4C.10. Title. Positive Mission Variance for Collocated Flight Kitchen Operation.

A4C.10.1. **Definition.** A flight kitchen that provides meals for consumption aloft by aircrews and passengers, and ground support meals for authorized personnel whose nature of duty precludes them from attending a scheduled meal period in a dining facility. The facility is collocated with and receives supervision and subsistence support from a dining facility.

A4C.10.2. **Applicability and Impact.** Adds +3 authorizations for Mildenhall only.

A4C.10.3. **Manpower Table:**

GRADE	AFSC	MPWR
SSGT	3M051	1
A1C	3M031	2
TOTAL		3

A4C.11. Title. Positive Mission Variance for Expanded Flight Kitchen Operation.

A4C.11.1. **Definition.** A flight kitchen that provides meals for consumption aloft by aircrews and passengers, and expanded ground support meal service for authorized personnel. Serves less than 125 meals daily

A4C.11.2. **Applicability and Impact.** Adds +2 authorizations for the following bases:

BASE	MPWR REQ	BASE	MPWR REQ
ALTUS	2	MALMSTROM	2
AVIANO	2	MOODY	2
FAIRCHILD	2	OSAN	2
HOLLOMAN	2	PETERSON	2
KIRTLAND	2		

A4C.11.3. **Manpower Table:**

GRADE	AFSC	MPWR
SRA	3M051	1
A1C	3M031	1
TOTAL		2

A4C.12. Title. Positive Mission Variance for Ration Breakdown Operation.

A4C.12.1. **Definition.** A centralized subsistence distribution operation responsible for receiving, stocking, and delivering perishable and nonperishable food supplies to multiple facilities on the same installation.

A4C.12.2. **Applicability and Impact.** Adds +5 authorizations for Kadena and Ramstein ABs only.

A4C.12.3. **Manpower Table:**

GRADE	AFSC	MPWR
SSGT	3M051	1
SRA	3M051	1
A1C	3M031	3
TOTAL		5

A4C.13. Title. Positive Mission Variance for Remote/Isolated Location Food Service Support.

A4C.13.1. **Definition.** Provides man-hour credit for locations such as sites and ranges that have missions that require limited food service support.

A4C.13.2. **Applicability and Impact.** Adds +1 SSGT 3M051 authorization for the following bases:

BASE	MPWR REQ
AVIANO	0.062
INDIAN SPRINGS	1
SEMBACH	0.311

A4C.14. Title. Positive Mission Variance for Academy Food Service Operation.

A4C.14.1. **Definition.** Provides man-hour credit for specialized food service support at the United States Air Force Academy (USAFA) only. **NOTE:** Use USAFA MET Cadet Food Services Study (FAC 362CMX), 15 Jun 93, and associated manpower tables to compute manpower requirements.

A4C.14.2. **Applicability and Impact.** STRAIGHT-LINED with current UMD authorizations.

A4C.15. Title. Positive Mission Variance for Military Food Service Attendant Supervision.

A4C.15.1. **Definition.** Provides man-hour credit to Lackland AFB TX, for supervision of recruits detailed to perform food service attendant duties; ensures adequacy of cleaning supplies; and indoctrinates mess attendants. HQ AETC/XOM submitted a variance defining the duties of a food service attendant supervisor and the man-hours associated with the workload.

A4C.15.2. **Applicability and Impact.** Adds +22 authorizations for Lackland AFB only.

A4C.15.3. **Manpower Table:**

GRADE	AFSC	MPWR
TSGT	3M071	1
SSGT	3M051	2
SRA	3M031	9
A1C	3M031	10

TOTAL 22

A4C.16. Title. Positive Mission Variance for Quality Assurance Evaluation (QAE) at Remote Locations.

A4C.16.1. **Definition.** Allows man-hour credit to conduct quality assurance evaluations at remote geographically separated units (GSUs).

A4C.16.2. **Applicability and Impact.** Adds +1 TSGT 3M071 authorization for Peterson AFB only.

A4C.17. Title. Positive Mission Variance for Special Food Service Requirements - Cheyenne Mountain Complex.

A4C.17.1. **Definition.** Allows man-hour credit for specialized meal support provided to senior officers and command center personnel at the Cheyenne Mountain complex.

A4C.17.2. **Applicability and Impact.** Adds +2 SRA 3M031 authorizations for Peterson AFB only.

A4C.18. Title. Positive Mission Variance for Test Range Support.

A4C.18.1. **Definition.** Allows man-hour credit for travel in between the Test Range and the Main Base to perform QAE duties.

A4C.18.2. **Applicability and Impact.** Adds +70.00 monthly man-hours or +0.436 authorizations for Hill AFB only.

A4C.19. Title. Positive Mission Variance for Locations Having a Single Dining Facility with Less Than 21 Authorizations.

A4C.19.1. **Definition.** Ensures a dining facility earns the minimum manpower level of 21 authorizations at all locations with a single dining facility meeting the applicability requirements below.

A4C.19.2. **Applicability and Impact.** Applies to all locations that earn no more than five additional authorizations through application of approved variances. Apply the basic AFMS equation. If the total (core) authorizations earned under the basic AFMS, when rounded, are less than 21 and the total variance authorizations are five or less, increase the basic AFMS requirement to 21.

PROCESS ANALYSIS SUMMARY**FOOD SERVICE**

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
1. Corrects Discrepancy and Customer Complaint	4.34	2400 Enlisted (E1-E9) Authorized	0.027
2. Orders, Picks-up, and Stores Expendable Supplies	52.18	Same As Above	0.320
3. Receives Delivery of Not-in-Stock (NIS) Supplies	4.34	Same As Above	0.027
4. Issues/Delivers Expendable Supplies	22.83	Same As Above	0.140
5. Inventories Expendable Supplies Items	2.17	Same As Above	0.013
6. Prepares Food Service Contract	6.67	Same As Above	0.041
7. Maintains Contract	4.79	Same As Above	0.03
8. Prepares Quality Assurance Evaluator Schedule	1	Same As Above	0.006
9. Ensures Local Compliance with QASP	108	Same As Above	0.662
10. Prepares Contract Contingency Plan	0.55	Same As Above	0.003
11. Prepares Contractor Award Fee	1.83	Same As Above	0.011
12. Performs Daily Dining Hall Funds Accounting	79.46	Same As Above	0.487
13. Prepares/Provides Annual Budget Estimate	5	Same As Above	0.031

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
14. Orders New Equipment	3.37	Same As Above	0.021
15. Performs Daily Walk-Through	15.68	Same As Above	0.096
16. Reviews/Distributes Incoming Documentation	16.31	Same As Above	0.100
17. Prepares/Attends Meeting	19.64	Same As Above	0.120
18. Participates in Arbitration	1.16	Same As Above	0.007
19. Coordinates/Oversees Repair Action	1.91	Same As Above	0.012
20. Processes Damaged/Missing Equipment	2.25	Same As Above	0.014
21. Sets up/Collects on Unit Account	0.89	Same As Above	0.006
22. Develops Local Food Service Policy	1.5	Same As Above	0.009
23. Develops/Maintains Facility Upgrade Program	16.36	Same As Above	0.100
24. Provides Assistance to Visiting Official	6	Same As Above	0.037
25. Reviews/Modifies Vendor Contract	1.38	Same As Above	0.008
26. Receives Training	205.33	Same As Above	1.258
27. Inventories Equipment	1.48	Same As Above	0.009
28. Processes Recommendation to Change Meal Hours	1.5	Same As Above	0.009
29. Validates SIK Roster	5.96	Same As Above	0.037
30. Develops Evaluation Criteria for Food Contract	3.83	Same As Above	0.023

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
31. Performs Monthly Dining Hall Funds Accounting	6.88	Same As Above	0.042
32. Reconciles Billing Data	2.02	Same As Above	0.012
33. Files Civilian Vacancy	3.09	Same As Above	0.019
34. Initiates AFCLSAC Questionnaire	0.13	Same As Above	0.001
35. Plans Meal	107.15	Same As Above	0.657
36. Thaws Meat	15.22	Same As Above	0.093
37. Prepares Recap of Menu Issue	2.64	Same As Above	0.016
38. Orders/Receives Food Supply from Commissary	35.58	Same As Above	0.218
39. Orders/Receives Food Supply from Vendor	26	Same As Above	0.159
40. Performs Funds Accounting	60.88	Same As Above	0.373
41. Prepares Duty Schedule/Roster	1.78	Same As Above	0.010
42. Closes Dining Facility	43.53	Same As Above	0.267
43. Uploads/Downloads Cash Register	50.53	Same As Above	0.310
44. Prepares Breakfast Meal	365.28	Same As Above	2.239
45. Prepares Lunch Full-Order Meal	502.26	Same As Above	3.078
46. Prepares Dinner Full-Order Meal	502.26	Same As Above	3.078

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
47. Inventories Food Supplies	4	Same As Above	0.025
48. Performs Kitchen Issue	146.11	Same As Above	0.900
49. Performs APF Site Issue	6.57	Same As Above	0.040
50. Prepares Midnight Meal	213.08	Same As Above	1.306
51. Performs Daily Walk-through to Begin Daily Food Operation	41.4	Same As Above	0.258
52. Performs Random Walk-through Prior To/ During Meal	60.88	Same As Above	0.373
53. Prepares Lunch Short-order Meal	273.96	Same As Above	1.679
54. Corrects Power Interruption	6	Same As Above	0.037
55. Prepares Food Service Reports	9.23	Same As Above	0.057
56. Corrects Shift Problems	15.22	Same As Above	0.093
57. Accepts Return on Kitchen Issue	60.88	Same As Above	0.373
58. Accepts Return from APF Activity	1.24	Same As Above	0.008
59. Processes Suspected Contaminated Food	0.5	Same As Above	0.003
60. Prepares Dinner Short-order Meal	273.96	Same As Above	1.679
61. Completes AFCLSAC Questionnaire	0.18	Same As Above	0.001
62. Determines Requirement	14.92	Same As Above	0.091

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
63. Prepares/Bakes Pastry	217.34	Same As Above	1.332
64. Modifies Menu	11.87	Same As Above	0.073
	TOTAL FRACTIONAL MANPOWER		22.564

FOOD SERVICE POPULATION ADJUSTMENT FACTORS

ACC:

BARKSDALE	0.9	MCCONNELL	1.05
BEALE	0.86	MINOT	0.81
CANNON	1.4	MOODY	1.28
DAVIS MONTHAN	0.71	MT HOME	1.63
DYESS	0.82	NELLIS	0.79
ELLSWORTH	0.9	OFFUTT	0.49
GRAND FORKS	0.91	POPE	0.91
HOLLOMAN	1.06	SEYMOUR JOHNSON	0.94
HOWARD	2.02	SHAW	1.06
LANGLEY	1.18	WHITEMAN	1.02
MAC DILL	0.97		

AETC:

ALTUS	0.93	TYNDALL	1.06
LUKE	1.1		

AFMC:

EGLIN	0.76	KIRTLAND	0.61
HANSCOM	1.26		

AMC:

CHARLESTON	1.29	MALMSTROM	0.73
DOVER	1.12	MCCHORD	1.24
FAIRCHILD	0.89	MCGUIRE	1.17
LAJES	0.7	SCOTT	0.6
LITTLE ROCK	1.03	TRAVIS	0.66

PAF:

ANDERSEN	1	KUNSAN	2.83
EIELSON	0.98	MISAWA	1.37
ELMENDORF	0.71	OSAN	0.76
HICKAM	1.28	YOKOTA	0.67
KADENA	0.51		

SPC:

FALCON	3.42	PETERSON	0.93
F.E. WARREN	1.18		

SOC:

HURLBURT FIELD	0.93
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USAFE:

ALCONBURY	1.34	RAMSTEIN	0.6
AVIANO	1.3	RHEIN MAIN	0.84
BITBURG	1.37	SEMBACH	1.06
LAKENHEATH	0.98	SPANGDAHLEM	1.07
MILDENHALL	1.2		

FITNESS CENTER (45D8)

A5.1. Core Composition. This AFMS was developed for a Fitness Center operation which enhances readiness and performance by providing programs that promote total fitness, esprit de corps, and quality of life for the greatest number of Air Force people. The hours of operation for the Fitness Center work center are 112 hours per week.

A5.1.1. **Core Manpower Required.** 8.136 (fractional manpower)

A5.1.2. **Core Range.** 6-15

A5.1.3. **Programming Factor.** Authorized base military population with a core workload factor requirement of 2700 authorized base military population.

A5.2. Standard Data:

A5.2.1. **Approval Date.** July 1992

A5.2.2. **Man-hour Data Source.** Workshop Measurement

A5.2.3. **Man-hour Equation.** Staffing Pattern Matrix at Appendix E.

A5.2.4. Workload Factor:

A5.2.4.1. **Title.** Authorized Base Military Population.

A5.2.4.2. **Definition.** The number of military personnel authorized to the installation.

A5.2.4.3. **Source.** The Unit Manpower Document. File Part A - exclude contract man-year CMEs. For AETC, authorized PCS students must be added to the permanent party figure for all bases. For other services, use counts provided by interservice support agreement only.

A5.2.5. Points of Contact:

A5.2.5.2. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A5.2.5.1. **AFCQMI Representative.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A5.3. Application Instructions:

A5.3.1. Compute the Fitness Center element man-hours using the staffing pattern at Appendix E.

A5.3.2. Compute any applicable Fitness Center variance man-hours.

A5.3.3. Total the computed man-hours from paragraphs A5.3.1 and A5.3.2 above.

A5.3.4. **Manpower.** Divide the monthly man-hour total by the applicable man-hour availability and overload factors. The answer will quantify the required fractional manpower. Use current rounding rules to determine required manpower. Include additional authorization(s) for variances A5C.6. and A5C.7., if applicable, to the total manpower figure. The manpower authorization range of the table has been expanded beyond the basic standard range in order to accommodate grade and skill distribution. This expansion is necessary because man-hours in the aggregate can exceed man-hours for the basic staffing pattern.

A5.3.5. **Skill and Grade Distribution.** Determine skill and grade distribution using the Fitness Center Standard Manpower Table at Appendix B. Equivalent civilian grades may be substituted at any grade and skill level depicted on the Standard Manpower Table. The overall grade distribution of the flight must be adjusted to ensure it meets the military essentiality mix requirement of 75 percent military. The maximum number of core authorizations earned by this AFMS for the Fitness Center are 15.

A5.4. Statement of Conditions (SOC):

A5.4.1. This AFMS provides man-hours for activities relating to the organization, direction, and coordination of intramural, varsity, instructional, and self-directed sports and fitness activities and programs.

A5.4.2. The impact of physical layout, climatic and physical conditions, automation, and manual tools and equipment had little or no effect on the development of this standard.

A5.4.3. Positions in resale operations (e.g., snack bars/health bars) are not authorized APF manpower.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

E - Fitness Center Staffing Pattern

★PROCESS ORIENTED DESCRIPTION**FITNESS CENTER****A5A.1. MANAGES FITNESS CENTER:**

- A5A.1.2. DEVELOPS OPERATIONAL DIRECTIVES.
- A5A.1.3. DETERMINES EQUIPMENT, FACILITY, AND PERSONNEL REQUIREMENT.
- A5A.1.4. MONITORS FISCAL OPERATIONS.
- A5A.1.5. DEVELOPS SPECIAL STUDIES.
- A5A.1.6. PREPARES INDIVIDUAL/PERSONAL SERVICES CONTRACTS.
- A5A.1.7. ACCOMPLISHES PUBLIC RELATIONS.
- A5A.1.8. DEVELOPS BUDGET ESTIMATE.
- A5A.1.9. PROVIDES CUSTOMER SERVICES (TOWEL SERVICE, LOCKER SERVICE, ETC.)
- A5A.1.10. ENSURES CLEAN TOWELS AND INTRAMURAL JERSEYS ARE AVAILABLE
- A5A.1.11. ESTABLISHES LOCAL TOWEL CLEANING CONTRACT.
- A5A.1.12. MAINTAINS CONTINUITY FOLDER FOR THE FITNESS CENTER OPERATION
- A5A.1.13. DEVELOPS AND ADJUSTS HOURS OF OPERATION
- A5A.1.14. DETERMINES AND DEVELOPS LONG-RANGE FACILITY AND EQUIPMENT REQUIREMENT MASTER PLAN.
- A5A.1.15. PREPARES AND SUBMITS WORK ORDER AND DESIGN PROJECT PLAN.
- A5A.1.16. ATTENDS BASE PRIORITIZATION MEETINGS.
- A5A.1.17. COORDINATES AND PROVIDES ASSISTANCE WITH CES DESIGN SUBMITTALS.
- A5A.1.18. ATTENDS CONTRACT DESIGN MEETINGS WITH BASE CIVIL ENGINEERS.
- A5A.1.19. EVALUATES LINEN CONTRACT TO ENSURE COMPLIANCE.
- A5A.1.20. INFORMS CONTRACTOR OF DISCREPANCIES.

A5A.2. MONITORS CUSTODIAL CLEANING CONTRACT:

- A5A.2.1. EVALUATES/ADJUSTS CONTRACTOR SCHEDULE WORK STATEMENT AND CUSTODIAL STANDARDS.
- A5A.2.2. INSPECTS AND DOCUMENTS WORK PERFORMANCE.
- A5A.2.3. CONTACTS QUALITY ASSURANCE EVALUATOR OF DISCREPANCIES.
- A5A.2.4. RECHECKS DISCREPANCY FOR CORRECTION.

A5A.3. MAINTAINS FACILITY:

- A5A.3.1. ESTABLISHES WORK ORDER REPAIR FACILITY FOLDER.
- A5A.3.2. CALLS IN ROUTINE REPAIR WORK ORDERS.
- A5A.3.3. SUBMITS AF FORM 332, **WORK ORDER REQUEST FOR CONSTRUCTION, ALTERATION OR DELETION OF FACILITIES.**
- A5A.3.4. ANNOTATES ALL SUBMITTED AND COMPLETED WORK IN REPAIR FOLDER.
- A5A.3.5. KEEPS COPY OF REPAIR ORDERS IN WORK ORDER FACILITY FOLDER.
- A5A.3.6. REQUESTS FOLLOW-UP STATUS ON SUBMITTED WORK ORDERS.

A5A.4. FILLS CIVILIAN VACANCIES:

- A5A.4.1. ASSESSES WORKLOAD TO DETERMINE NEED FOR ADDITIONAL STAFF.
- A5A.4.2. WRITES POSITION DESCRIPTION.
- A5A.4.3. PREPARES AND SUBMITS FILL ACTION WITH POSITION DESCRIPTION.
- A5A.4.4. RECEIVES APPROVAL TO HIRE FROM CIVILIAN PERSONNEL.
- A5A.4.5. CONDUCTS INTERVIEWS AND SELECTS EMPLOYEE.
- A5A.4.6. CONDUCTS INPROCESSING.
- A5A.4.7. DOCUMENTS AND MAINTAINS RECORDS OF EMPLOYMENT AND TRAINING.

A5A.5. PREPARES ANNUAL BUDGET/CAPITAL REQUIREMENTS PLAN:

- A5A.5.1. RESEARCHES/EVALUATES/DRAFTS BUDGET/PLAN ESTIMATE.
- A5A.5.2. COORDINATES AND FORWARDS TO FLIGHT CHIEF AND RESOURCE MONITOR.

- A5A.5.3. ATTENDS SQUADRON BUDGET JUSTIFICATION MEETING.
- A5A.5.4. RECEIVES FINAL BUDGET APPROVAL.
- A5A.5.5. REVIEWS AND EVALUATES BUDGETED TO ACTUAL PERFORMANCE.
- A5A.5.6. MAKES CHANGES TO BUDGET BASED ON PERFORMANCE AND PROGRAM CHANGES.

A5A.6. DIRECTS SPORTS PROGRAM:

- A5A.6.1. DETERMINES AND PUBLICIZES DATES, TIMES, AND LOCATIONS OF GAMES EVENTS.
- A5A.6.2. SPECIFIES TIMES AND LOCATION OF PREGAME MEETINGS.
- A5A.6.3. DETERMINES AND PUBLICIZES PRELIMINARY REQUIREMENTS OF THE TEAMS.
- A5A.6.4. DETERMINES AND EXPLAINS RULES.
- A5A.6.5. PUBLISHES AND DISPLAYS COMPLETION SCHEDULES.
- A5A.6.6. MAINTAINS RECORDS AND POSTS RESULTS.
- A5A.6.7. DISPLAYS ACCURATE AND CURRENT STANDINGS.
- A5A.6.8. COMPUTES FINAL SEASON STANDINGS TO DETERMINE PLAYOFF BERTHS.
- A5A.6.9. DEVELOPS PLAYOFF SCHEDULES.
- A5A.6.10. CONDUCTS PLAYOFFS TO DETERMINE CHAMPIONSHIP AND RUNNER-UPS.
- A5A.6.11. CONDUCTS AWARDS PRESENTATIONS.
- A5A.6.12. PREPARES MEDIA INPUT TO BASE NEWSPAPER ON RESULTS.
- A5A.6.13. ORGANIZES/CONDUCTS OFFICIALS CLINICS.
- A5A.6.14. CONTACTS LOCAL GOVERNING BODY FOR TRAINING AND RULES ADVISEMENT.
- A5A.6.15. IDENTIFIES ATHLETES WHO HAVE A POTENTIAL FOR HIGHER-LEVEL COMPETITION.
- A5A.6.16. ADVERTISES AIR FORCE/ARMED FORCES SPORTS SCHEDULE.
- A5A.6.17. ASSISTS ATHLETES IN APPLYING FOR HIGHER-LEVEL COMPETITION.
- A5A.6.18. EVALUATES ATHLETES EXPERTISE ON AF FORM 303, **REQUEST FOR USAF SPECIALIZED SPORTS TRAINING.**
- A5A.6.19. SUBMITS AF FORM 303 TO AF SPORTS ON ALL ELITE ATHLETES.
- A5A.6.20. ARRANGES TRAVEL AND PREPARES ORDERS FOR SELECTED PERSONNEL.

A5A.7. CONDUCTS SPORTS ADVISORY COMMITTEE MEETINGS:

- A5A.7.1. PREPARES AGENDA FOR QUARTERLY MEETINGS.
- A5A.7.2. NOTIFIES MEMBERS OF MEETING PLACE.
- A5A.7.3. RECORDS AND PREPARES MINUTES FOR SIGNATURE.

A5A.8. MONITORS CONTRACT ASSOCIATION SPORTS OFFICIALS:

- A5A.8.1. MAINTAINS PERFORMANCE WORK STATEMENT CHECKLIST.
- A5A.8.2. CHECKS CREDENTIALS TO ENSURE OFFICIALS ARE CERTIFIED.
- A5A.8.3. PREPARES BUDGET FOR CONTRACT, SUBMITS PAPERWORK.
- A5A.8.4. ENSURES PAYMENT REQUEST MATCHES ACTUAL GAMES CALLED.
- A5A.8.5. SUBMITS PAYMENT SCHEDULE TO FINANCE FOR PROCESSING.
- A5A.8.6. INFORMS LOCAL CONTRACT ADMINISTRATOR OF DISCREPANCIES.

A5A.9. MAINTAINS AND ORDERS FITNESS EQUIPMENT AND SUPPLIES:

- A5A.9.1. DETERMINES REQUIREMENTS.
- A5A.9.2. PREPARES DOCUMENTS FOR EQUIPMENT ACTIONS.
- A5A.9.3. INVENTORIES SUPPLIES ANNUALLY AND WHEN CUSTODIANS CHANGE.
- A5A.9.4. INVENTORIES RESALE ITEMS MONTHLY.
- A5A.9.5. TURNS IN EXCESS EQUIPMENT.
- A5A.9.6. INITIATES REPORT OF SURVEY WHEN GOVERNMENT PROPERTY HAS BEEN LOST, DAMAGED, OR DESTROYED. DIRECTS APPROPRIATED AND NONAPPROPRIATED FUND EQUIPMENT REPAIR.
- A5A.9.7. MAINTAINS STOCK LEVEL FOR RECURRING REPLACEMENT ITEMS.
- A5A.9.8. ENSURES EQUIPMENT/SUPPLY ITEMS ARE IN BUDGET PLAN.
- A5A.9.9. RESEARCHES STOCK NUMBERS/NOMENCLATURE.
- A5A.9.10. PREPARES/SUBMITS REQUESTS.
- A5A.9.11. MAINTAINS ACCOUNTABILITY FOR NEW EQUIPMENT.

A5A.10. OPERATES FRONT DESK:

- A5A.10.1. MAINTAINS RESERVATION SYSTEM.
- A5A.10.2. ISSUES AND RECEIVES EQUIPMENT.
- A5A.10.3. OBSERVES SAFETY PROCEDURES AND SPORTSMAN-LIKE CONDUCT.
- A5A.10.4. MAINTAINS INDOOR FACILITY.
- A5A.10.5. MONITORS EQUIPMENT USE AND CUSTOMERS DURING PEAK HOURS.
- A5A.10.6. ENFORCES CUSTOMER ACCESS AND PRIORITY.
- A5A.10.7. ENSURES CHECKOUT ITEMS ARE CLEAN AND IN GOOD REPAIR.
- A5A.10.8. ENSURES ITEMS ARE USED PROPERLY.
- A5A.10.9. REMOVES FAULTY ITEMS FROM INVENTORY.
- A5A.10.10. INVENTORIES, RESTOCKS AND DISPLAYS CHECKOUT ITEMS.
- A5A.10.11. PROVIDES EQUIPMENT MANAGER WITH LIST OF REORDER NEEDS.
- A5A.10.12. MAINTAINS RESERVATION FOR SPORT COURTS AND FIELDS.
- A5A.10.13. RECEIVES AND TAKES REQUESTS BY TELEPHONE AND WALK-IN.
- A5A.10.14. IMMEDIATELY NOTIFIES CUSTOMERS OF RESERVATION CHANGES.
- A5A.10.15. INSTRUCTS CUSTOMERS ON USER POLICIES.
- A5A.10.16. ENSURES RESERVED AREAS ARE READY FOR USE BY CUSTOMERS.
- A5A.10.17. PROVIDES SYNOPSIS OF CLASSES TO CUSTOMERS.
- A5A.10.18. EXPLAINS DIFFERENCES BETWEEN CLASSES AND BENEFITS.
- A5A.10.19. ENSURES CUSTOMERS SIGN DISCLAIMER WHEN APPROPRIATE.
- A5A.10.20. ENSURES CUSTOMERS UNDERSTAND REFUND POLICY.
- A5A.10.21. COLLECTS FEES FROM CUSTOMERS.
- A5A.10.22. PREPARES PROPER ACCOUNTING FORM WHEN COLLECTING FEES.
- A5A.10.23. PROPERLY SAFEGUARDS FUNDS.
- A5A.10.24. SECURES AND DEPOSITS FUNDS COLLECTED.
- A5A.10.25. ISSUES CUSTOMERS RECEIPT AND COPY OF CLASS SCHEDULE.
- A5A.10.26. ENSURES SUFFICIENT ON-HAND STOCK AND ROTATION SCHEDULE
- A5A.10.27. CONTACTS CUSTOMERS WHO DON'T RETURN TOWEL AFTER USE.

A5A.11. PREPARES, DOCUMENTS, AND RECEIVES CASH TRANSACTIONS:

- A5A.11.1. PREPARES CASH COLLECTION VOUCHERS, PETTY CASH VOUCHERS, CHARGE TICKETS, OVER-RING SLIPS, AND RECEIVING REPORTS.

A5A.12. DIRECTS FITNESS PROGRAMS:

- A5A.12.1. DIRECTS FITNESS PROGRAMS TO MEET CUSTOMER DEMAND.
- A5A.12.2. CONDUCTS INSTRUCTIONAL PROGRAM.
- A5A.12.3. OFFERS YEAR-ROUND FITNESS ACTIVITIES.
- A5A.12.4. RECRUITS QUALIFIED INSTRUCTORS TO CONDUCT FITNESS ACTIVITIES AND SPECIALIZED INSTRUCTION.
- A5A.12.5. DETERMINES NEED FROM SURVEYS (CORPORATE PRISM) AND CUSTOMER FEEDBACK.
- A5A.12.6. USES BASE AND LOCAL MEDIA TO SEEK QUALIFIED INDIVIDUALS.
- A5A.12.7. CONTACTS LOCAL ASSOCIATIONS AND UNIVERSITIES TO FIND QUALIFIED INDIVIDUALS.
- A5A.12.8. CHECKS AND VALIDATES CREDENTIALS OF POTENTIAL INSTRUCTORS.
- A5A.12.9. DEVELOPS PERSONAL SERVICE CONTRACT.
- A5A.12.10. ADVERTISES AVAILABLE PROGRAMS AND FITNESS COUNSELING SERVICES.
- A5A.12.11. USES COMMANDER'S CALLS AND BASE INTRODUCTION PROGRAMS TO ADVERTISE AVAILABLE PROGRAMS.
- A5A.12.12. PERFORMS SPECIALIZED SEMINARS ON FITNESS/WEALTHNESS WITH BASE HEALTH AND WELLNESS CENTER.
- A5A.12.13. DEVELOPS BROCHURE WITH AVAILABLE SERVICES AND PROGRAMS.
- A5A.12.14. MAINTAINS HIGH LEVEL OF FITNESS ACTIVITIES AND PROGRAMS.
- A5A.12.15. KEEPS ABREAST OF CHANGES IN EXERCISE TECHNIQUES AND SPORTS.
- A5A.12.16. INSTRUCTS CUSTOMERS ON PROPER USE OF EQUIPMENT.

A5A.13. DIRECTS PERSONAL FITNESS PROGRAMS FOR CUSTOMERS:

- A5A.13.1. DEVELOPS/COORDINATES EXERCISE PROGRAMS WITH THE BASE EXERCISE PHYSIOLOGIST.
- A5A.13.2. DEVELOPS YEARLY CALENDAR OF FITNESS ACTIVITIES/EVENTS.
- A5A.13.3. COORDINATES WITH HEALTH AND WELLNESS CENTER FOR SUPPORT.
- A5A.13.4. OFFERS AT LEAST FOUR SPECIAL EVENTS PER YEAR.

A5A.14. MARKETS FITNESS PROGRAMS AND EVENTS:

- A5A.14.1. READS DAILY OCCURRENCE/EVENTS LOG MAINTAINED AT ISSUE COUNTER.
- A5A.14.2. TELLS CUSTOMERS WHERE EVENTS AND ACTIVITIES TAKE PLACE.
- A5A.14.3. PROVIDES CUSTOMERS WALK-THROUGH OF FACILITY.
- A5A.14.4. PROVIDES FITNESS ACTIVITY BROCHURE TO CUSTOMERS.
- A5A.14.5. ANSWERS QUESTIONS ON PROGRAMS/EVENTS AVAILABLE.
- A5A.14.6. PUBLISHES LITERATURE ON FITNESS CENTER AND EVENTS.
- A5A.14.7. WORKS WITH LOCAL MEDIA TO ADVERTISE PROGRAMS.

A5A.15. SETS UP AND TAKES DOWN FITNESS CENTER EQUIPMENT:

- A5A.15.1. UNDERSTANDS MANUFACTURER'S EQUIPMENT SET-UP INSTRUCTIONS.
- A5A.15.2. ENSURES EQUIPMENT IS CLEAN AND SAFE.
- A5A.15.3. FOLLOWS PROPER SAFETY PRACTICES WHEN SETTING UP.
- A5A.15.4. SETS UP EQUIPMENT.
- A5A.15.5. TESTS EQUIPMENT WIRES, STRESS JOINTS, PROPER INFLATION, ETC.
- A5A.15.6. BREAKS DOWN AND STORES EQUIPMENT AFTER USE.

A5A.16. PREPARES DUTY SCHEDULE/ROSTER:

- A5A.16.1. REVIEWS LEAVE SCHEDULE.
- A5A.16.2. CHECKS TEMPORARY DUTY REQUIREMENTS.
- A5A.16.3. DISTRIBUTES NEW DUTY ROSTERS/SCHEDULES
- A5A.16.4. POSTS COPY OF SCHEDULE/ROSTER ON BULLETIN BOARD.

A5A.17. PREPARES AND ATTENDS MEETINGS:

- A5A.17.1. GATHERS MATERIALS/INFORMATION.
- A5A.17.2. PREPARES BRIEFING MATERIALS.
- A5A.17.3. ATTENDS UNIT/FLIGHT STAFF MEETINGS.
- A5A.17.4. CONDUCTS FITNESS CENTER STAFF MEETINGS.

A5A.18. PROVIDES LOCKER SERVICE FOR CUSTOMERS:

- A5A.18.1. ESTABLISHES LOCAL PROCEDURES FOR ISSUE.
- A5A.18.2. CONTACTS CUSTOMERS ON WAITING LIST.
- A5A.18.3. ISSUES LOCKERS, COLLECTS, AND ACCOUNTS FOR MONEY.
- A5A.18.4. ENSURES LOCKERS ARE CLEAN AND OPERABLE.
- A5A.18.5. REMOVES PERSONAL BELONGINGS FROM ABANDONED LOCKERS.
- A5A.18.6. TURNS UNCLAIMED PROPERTY TO LAW ENFORCEMENT.

A5A.19. OBTAINS COMMERCIAL SPONSORSHIP FOR SPECIAL EVENTS/PROGRAMS:

- A5A.19.1. IDENTIFIES NEED TO COMMERCIAL SPONSORSHIP REPRESENTATIVE.
- A5A.19.2. REVIEWS VOLUNTEER SPONSOR LISTING.
- A5A.19.3. SUBMITS SPONSOR REQUEST TO MARKETING.
- A5A.19.4. ENSURES SPONSORSHIP PROCEDURES ARE FOLLOWED.
- A5A.19.5. SUBMITS AFTER-ACTION REPORT TO MARKETING.

A5A.20. MAINTAINS ATHLETIC FIELDS/FACILITIES:

- A5A.20.1. PREPARES PLAYING AREAS IN ACCORDANCE WITH OFFICIAL RULES.

A5A.20.2. ENSURES FIELD MAINTENANCE, SOIL PREPARATION, CLAYING, FILLING, SEEDING, DRAGGING, WATERING, OVERSEEDING, SPRAYING, AND LINING ARE ACCOMPLISHED.

A5A.20.3. ESTABLISHES RECURRING GRASS CUTTING SCHEDULE.

A5A.20.4. CHECKS ENTIRE FIELD AREA AND FACILITIES FOR SAFETY DEFICIENCIES AND HAZARDS PRIOR, DURING, AND AFTER SCHEDULED PLAY.

A5A.20.5. CHECKS BATHROOMS, FIELD LIGHTS, SPEAKERS, SCOREBOARD, AND ELECTRICAL APPLIANCES.

A5A.20.6. REPORTS AND MAINTAINS REPAIR LOG OF DEFICIENCIES.

A5A.20.7. EVALUATES PLAYING CONDITIONS AND COORDINATES WITH SPORTS DIRECTORS AND OFFICIALS TO DETERMINE POSTPONEMENTS.

A5A.20.8. CONTACTS CIVIL ENGINEERING AND BASE SAFETY FOR PRESEASON INSPECTION.

A5A.20.9. IDENTIFIES ALL SAFETY/FACILITY DEFICIENCIES.

A5A.20.10. COORDINATES WORK ORDERS WITH RESPECTIVE AGENCIES.

A5A.20.11. SUBMITS WORK ORDER TO CIVIL ENGINEERING.

A5A.20.12. FOLLOWS UP TO ENSURE WORK IS SCHEDULED.

A5A.20.13. REPORTS STATUS OF SAFETY DEFICIENCIES TO BASE SAFETY.

A5A.21. CONDUCTS HOURLY HEADCOUNT:

A5A.21.1. CONDUCTS HEAD COUNT IN EACH AREA OF THE FACILITY.

A5A.21.2. ANNOTATES REPORT LOG.

A5A.21.3. INSPECTS/REMOVES/REPAIRS FAULTY EQUIPMENT.

A5A.21.4. INSPECTS EACH AREA FOR CLEANLINESS.

A5A.22. CONDUCTS OPENING AND CLOSING FACILITY WALK-THROUGHS:

A5A.22.1. CHECKS FACILITY, INSIDE AND OUTSIDE FOR CLEANLINESS.

A5A.22.2. UNLOCKS ALL ENTRANCES/EXITS.

A5A.22.3. TURNS ON LIGHTS/SAUNAS, STEAM ROOMS, ETC.

A5A.22.4. INSPECTS EQUIPMENT FOR SAFETY.

A5A.22.5. ANNOTATES LOGS AND TAKES ACTION TO REPAIR DEFICIENCIES.

A5A.22.6. ENSURES ALL PERSONNEL HAVE DEPARTED THE FACILITY.

A5A.22.7. CONDUCTS WALK-THROUGH AND SECURES FACILITY.

A5A.22.8. INSPECTS EQUIPMENT AND RESTOCKS SUPPLIES.

A5A.22.9. VERIFIES FUNDS, PREPARES PAPERWORK, AND SECURES FUNDS.

A5A.22.10. NOTIFIES SECURITY POLICE AND FIRE DEPARTMENT AS REQUIRED.

A5A.22.11. ANNOTATES FACILITY LOG AND SIGNS CLOSING CHECKLIST.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Fitness Center/45D8			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	**CMS								1	1
Services Superintendent	3M091	**SMS								1	1
Services Craftsman	3M071	*MSG				1	1	1	1	1	1
Services Craftsman	3M071	*TSG	1	1	1	1	1	1	1	1	1
Services Journeyman	3M051	SSG	1	1	1	1	1	2	2	2	2
Services Journeyman	3M051	SRA	1	1	1	1	1	1	1	1	1
Services Apprentice	3M031	A1C	1	2	3	3	4	4	5	5	6
TOTAL			4	5	6	7	8	9	10	11	12
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	**CMS									
Services Superintendent	3M091	**SMS	1	1	1	1	1	1	1	1	1
Services Craftsman	3M071	*MSG	1	1	1	1	2	2	2	2	2
Services Craftsman	3M071	*TSG	1	1	1	1	1	1	1	1	2
Services Journeyman	3M051	SSG	3	3	4	4	4	4	4	4	4
Services Journeyman	3M051	SRA	1	1	1	1	1	1	2	2	2
Services Apprentice	3M031	A1C	6	7	7	8	8	9	9	10	10
*Can be civilian position. **This position may be either a civilian or officer authorization. However, the offset for the officer billet must be taken from the total number of officer authorizations earned in the Combat Support Flight.											
TOTAL			13	14	15	16	17	18	19	20	21

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STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Fitness Center/45D8											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	**CMS									
Services Superintendent	3M091	**SMS	1	1	1	1	1	1	1	1	1
Services Craftsman	3M071	*MSG	2	2	2	2	2	2	2	2	3
Services Craftsman	3M071	*TSG	2	2	2	2	2	2	2	2	2
Services Journeyman	3M051	SSG	4	5	5	5	5	6	6	7	7
Services Journeyman	3M051	SRA	2	2	2	3	3	3	3	3	3
Services Apprentice	3M031	A1C	11	11	12	12	13	13	14	14	14
TOTAL			22	23	24	25	26	27	28	29	30
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Services Manager	3M000	**CMS								1	1
Services Superintendent	3M091	**SMS	1	1	1	1	1	1	1	1	1
Services Craftsman	3M071	*MSG	3	3	3	3	3	3	3	3	3
Services Craftsman	3M071	*TSG	2	2	2	3	3	3	3	3	3
Services Journeyman	3M051	SSG	7	7	7	7	7	7	7	7	7
Services Journeyman	3M051	SRA	3	4	4	4	4	5	5	5	5
Services Apprentice	3M031	A1C	15	15	16	16	17	17	18	18	19
*Can be civilian position **This position may be either a civilian or officer authorization. However, the offset for the officer billet must be taken from the total number of officer authorizations earned in the Combat Support Flight.											
TOTAL			31	32	33	34	35	36	37	38	39

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STANDARD MANPOWER TABLE										
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE							
Fitness Center/45D8			N/A							
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT							
Services Manager	3M000	**CMS	1	1	1					
Services Superintendent	3M091	**SMS	1	1	1					
Services Craftsman	3M071	*MSG	3	3	3					
Services Craftsman	3M071	*TSG	3	3	3					
Services Journeyman	3M051	SSG	7	7	8					
Services Journeyman	3M051	SRA	6	6	6					
Services Apprentice	3M031	A1C	19	20	20					
TOTAL			40	41	42					
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT							
<p>*Can be civilian position</p> <p>**This position may be either a civilian or officer authorization. However, the offset for the officer billet must be taken from the total number of officer authorizations earned in the Combat Support Flight.</p>										
TOTAL										

VARIANCES

FITNESS CENTER

A5C.1. Title. Positive Mission Variance for Additional Fitness Center (Overseas).

A5C.1.1. Definition. It includes time for an additional fitness center that operates 30 hours a week or more, and contains the full array of facilities. Typically, these facilities include all courts, exercise areas, steam or sauna rooms, showers, lockers, and equipment issue for patron utilization. Installations with a separately located ball court, weight room, warehouse/hangar facility with a basketball goal, or volleyball/badminton net, do not qualify as an additional fitness center facility.

A5C.1.2. Applicability and Impact:

A5C.1.2.1. Man-hour Range:

POPULATION		MAN-HOURS
FROM	TO	
1809	2000	259
2001	2500	317
2501	3000	374
3001	3500	432
3501	4000	489
4001	4500	547
4501	5000	605
5001	5500	662
5501	6000	720
6001	6500	778
6501	7000	835
7001	7500	893
7501	8000	951
8001	8500	1008
8501	9000	1066
9001	9500	1124
9501	10000	1181
10001	10500	1239
10501	10725	1265

A5C.1.2.2. Applicable Bases:

BASE

ALCONBURY	LAKENHEATH
AVIANO	MISAWA
HOWARD	OSAN
INCIRLIK	RAMSTEIN
KADENA	YOKOTA

A5C.2. Title. Positive Environment Variance for Fitness Center (OVERSEAS).

A5C.2.1. **Definition.** It includes additional time for an overseas primary fitness center (first fitness center).

A5C.2.2. **Applicability and Impact:**

A5C.2.2.1. **Man-hour Range:**

POPULATION		MAN-HOUR
FROM	TO	
3001	3500	48
3501	4000	202
4001	4500	356
4501	5000	510
5001	5500	664
5501	6000	810
6001	6500	972
6501	7000	1126
7001	7500	1280
7501	8000	1434
8001	8500	1588
8501	9000	1742
9001	9500	1896
9501	10000	2050
10001	10500	2204
10501	11000	2358

★A5C.2.2.2. **Applicable bases.** The core manpower was determined based on having a fitness center that operates 112 hours per week. This variance supports a fitness center at the following overseas bases:

BASE

ALCONBURY	MISAWA
ANDERSEN	OSAN
AVIANO	RAMSTEIN
BITBURG	RHEIN MAIN
INCIRLIK	SEMBACH
KADENA	SPANGDAHLEM
LAKENHEATH	YOKOTA
MILDENHALL	

A5C.3. Title. Positive Mission Variance for Additional Fitness Center (CONUS only).

A5C.3.1. **Definition.** It includes time for an additional fitness center that operates 30 hours a week or more, and contains the full array of facilities. Typically, these facilities include all courts, exercise areas, steam or sauna rooms, showers, lockers, and equipment issue for patron utilization. **NOTE:** Those that contain a separately located ball court, weight room, warehouse/hangar facility with a basketball goal, or volleyball/badminton net, do not qualify as an additional fitness center facility.

A5C.3.2. **Applicability and Impact:**

A5C.3.2.1. **Man-hour Range:**

POPULATION		MAN-HOURS
FROM	TO	
500	1000	256
1001	1500	269
1501	2000	282
2001	2500	295
2501	3000	307
3001	3500	320
3501	4000	333
4001	4500	345
4501	5000	358
5001	5500	371
5501	6000	383
6001	6500	396
6501	7000	409
7001	7500	422
7501	8000	434
8001	8500	447
8501	9000	460
9001	9500	472
9501	10000	485
10001	10500	498
10501	11000	510
11001	11500	523
11501	12000	536
12001	12500	549
12501	13000	561
13001	13500	574
13501	14000	587
14001	14500	599
14501	15000	612
15001	15500	625
15501	16000	637
16001	16500	650
16501	17000	663
17001	17500	676
17501	18000	688
18001	18057	690

★A5C.3.2.2. **Applicable bases.** The core manpower was determined based on having a fitness center that operates 112 hours per week. This variance supports a fitness center with additional CONUS gymnasium(s) at the following bases:

BASE		
ANDREWS	HURLBURT FIELD	OFFUTT
BARKSDALE	KEESLER	PETERSON
BOLLING	KELLY	RANDOLPH
DAVIS-MONTHAN	KIRTLAND	SCOTT
EGLIN	LACKLAND	SHEPPARD

EIELSON	LOS ANGELES	TINKER
ELMENDORF	LOWRY	TRAVIS
F.E. WARREN	MCCHORD	USAF ACADEMY
GOODFELLOW	MCCLELLAN	VANDENBERG
GRAND FORKS	MCGUIRE	WRIGHT-PATTERSON
HILL	NELLIS	

A5C.4. Title. Positive Mission Variance for Outdoor Track and Fitness Trails.

A5C.4.1. **Definition.** It includes time for maintaining and preparing a track area and a fitness trail (base must have both a track area and fitness trail for credit).

★A5C.4.2. **Applicability and Impact.** Adds +61.0 man-hours. The core manpower was determined based on having a Fitness Center that operates 112 hours per week. This variance supports the Military Physical Fitness Center responsible for these facilities at the following bases:

BASE

ANDREWS	HURLBURT FIELD	NELLIS
AVIANO	KADENA	OSAN
BARKSDALE	KEESLER	PATRICK
BEALE	KELLY	PETERSON
BROOKS	KIRTLAND	RANDOLPH
CANNON	LACKLAND	RAMSTEIN
CHARLESTON	LANGLEY	RHEIN MAIN
DOVER	LITTLE ROCK	ROBINS
EDWARDS	LUKE	SEYMOUR JOHNSON
EGLIN	MAC DILL	TRAVIS
ELLSWORTH	MALMSTROM	TYNDALL
FAIRCHILD	MAXWELL	VANDENBERG
GOODFELLOW	MCCHORD	WRIGHT-PATTERSON
GRAND FORKS	MCCLELLAN	YOKOTA
HICKAM	MINOT	
HILL	MISAWA	

A5C.5. Title. Positive Mission Variance for USAF Academy Testing.

A5C.5.1. **Definition.** It includes time to provide and document fitness testing results of prospective USAF Academy cadets.

A5C.5.2. **Applicability and Impact.** Adds +25.00 man-hours. The core manpower was determined based on having a fitness center that operates 112 hours per week. This variance supports the fitness center responsible for USAF Academy testing at the following bases:

BASE

ALTUS	HOLLOMAN	OSAN
ANDREWS	HOWARD	PATRICK
BARKSDALE	KEESLER	PETERSON
BEALE	KIRTLAND	RAMSTEIN
BITBURG	LACKLAND	RANDOLPH
CANNON	LANGLEY	REESE

CHARLESTON	LITTLE ROCK	ROBINS
COLUMBUS	MAC DILL	SCOTT
DAVIS-MONTHAN	MALMSTROM	SEYMOUR JOHNSON
DOVER	MAXWELL	SHEPPARD
DYESS	MCCHORD	TINKER
EDWARDS	MCCLELLAN	TRAVIS
EGLIN	MCGUIRE	VANDENBERG
ELMENDORF	MINOT	WHITEMAN
FAIRCHILD	MOODY	WRIGHT-PATTERSON
GRAND FORKS	MOUNTAIN HOME	YOKOTA
HICKAM	NELLIS	
HILL	OFFUTT	

A5C.6. Title. Positive Mission Variance for Maintenance and Management of Additional Sports Facilities.

A5C.6.1. **Definition.** This variance adds man-hours to the core AFMS for the coordination and management workload, performed by prison personnel in the maintenance of additional outdoor sports facilities.

A5C.6.2. **Applicability and Impact.** Adds +1 authorization for Maxwell AFB only.

A5C.7. Title. Positive mission Variance for a Centralized Physical Fitness Evaluation Program at the Pentagon.

A5C.7.1. **Definition.** This variance provides man-hours for a centrally managed operation that will train unit monitors, prescribe and monitor rehabilitation, schedule testing, consolidate required reports, and other taskings.

A5C.7.2. **Applicability and Impact.** Adds +4 authorizations for Bolling AFB only.

PROCESS ANALYSIS SUMMARY**FITNESS CENTER**

PROCESS TITLE	CORE MAN-HOURS	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
1. Manages Fitness Center	146.07	2700 Military Population	.895
2. Monitors Custodial Cleaning Contract	33.19	Same as Above	.203
3. Maintains Facility	79.67	Same as Above	.488
4. Fills Civilian Vacancies	6.63	Same as Above	.041
5. Prepares Annual Budget/Capital Requirements	19.91	Same as Above	.122
6. Directs Sports Program	159.35	Same as Above	.976
7. Conducts Sports Advisory Committee Meeting	13.27	Same as Above	.081
8. Monitors Contract Association Sports Official	13.27	Same as Above	.081
9. Maintains and Orders Fitness Equipment and Supplies	26.55	Same as Above	.163
10. Operates Front Desk	338.62	Same as Above	2.075
11. Prepares, Documents, and Receives Cash Transactions	19.91	Same as Above	.122
12. Directs Fitness Programs	159.35	Same as Above	.976
13. Directs Personal Fitness Programs for Customers	33.19	Same as Above	.203
14. Markets Fitness Programs and Events	26.55	Same as Above	.163
15. Sets-up and Takes Down Fitness Center Equipment	26.55	Same as Above	.163
16. Prepares Duty Sched/Roster	6.63	Same as Above	.041
17. Prepares & Attends Meetings	19.91	Same as Above	.122
18. Provides Locker Service	46.47	Same as Above	.285

for Customers

19. Obtains Commercial Sponsorship for Special Events/Programs	26.55	Same as Above	.163
20. Maintains Athletic Fields/Facilities	92.95	Same as Above	.570
21. Conducts Hourly Headcount	13.27	Same as Above	.081
22. Conducts Opening & Closing Facility Walk Throughs	19.91	Same as Above	.122
TOTAL FRACTIONAL MANPOWER			8.136

FITNESS CENTER**STAFFING PATTERN**

The staffing pattern below is provided in lieu of a standard man-hour equation. This staffing pattern determines the core manpower earned by the fitness center at CONUS and overseas bases. It includes man-hours for managing the fitness center, directing the sports program, maintaining/operating the fitness facilities, maintaining the outdoor sports facilities, directing the fitness programs, and directing fitness special events. See variances, Appendix C, to determine if a variance also applies to your location.

MILITARY POPULATION		MAN-HOURS EARNED
FROM	TO	
1001	1500	1205
1501	2000	1246
2001	2500	1287
2501	3000	1328
3001	3500	1445
3501	4000	1486
4001	4500	1527
4501	5000	1568
5001	5500	1609
5501	6000	1650
6001	6500	1721
6501	7000	1762
7001	7500	1803
7501	8000	1844
8001	8500	1885
8501	9000	1926
9001	9500	1967
9501	10000	2008
10001	10500	2049
10501	11000	2090
11001	11500	2131
11501	12000	2172
12001	12500	2213
12501	13000	2254
13001	13500	2295
13501	14000	2336
14001	14500	2377
14501	15000	2418
15001	15500	2459
15501	16000	2500
16001	16500	2541
16501	17000	2582
17001	17500	2623
17501	18000	2664
18001	18466	2705

MORTUARY AFFAIRS (45C0)

A6.1. Core Composition. This AFMS was developed for the Mortuary Affairs function.

A6.1.1. **Core Manpower Required.** 1 (Constant Manpower)

A6.1.2. **Core Range.** Not Applicable

A6.1.3. **Programming Factor.** Not Applicable

A6.2. Standard Data:

A6.2.1. **Approval Date.** July 1992

A6.2.2. **Man-hour Data Source.** Historical Data

A6.2.3. **Man-hour Equation.** $Y = 1$ (Constant Manpower)

A6.2.4. **Workload Factor.** Not Applicable

A6.2.5. Points of Contact:

A6.2.5.2. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A6.2.5.1. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A6.3. Application Instructions:

A6.3.1. **Core (fixed).** Allocate one manpower requirement as indicated on the Standard Manpower Table in Appendix B.

A6.3.2. **Variances.** Determine the manpower requirement for each approved variance in Appendix B that applies to the base undergoing application.

A6.3.3. **Total.** Sum the results of paragraphs A6.3.1. and A6.3.2.above to determine the total whole manpower requirement and round using current rounding rules.

A6.4. Statement of Conditions (SOC). There are no initiatives that affect the Mortuary Affairs function.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

PROCESS ORIENTED DESCRIPTION

MORTUARY AFFAIRS

ADMINISTERS MORTUARY PROGRAM:

A6A.1. ADMINISTERS MORTUARY CASE:

- A6A.1.1. COORDINATES MORTUARY SERVICES FOR ACTIVE DUTY PERSONNEL.
- A6A.1.2. ARRANGES TRANSPORTATION FOR DECEASED ACTIVE DUTY, DEPENDENTS, RETIRED MILITARY DESCENDANT, OR OTHER AUTHORIZED DESCENDANTS.
- A6A.1.3. ARRANGES TRANSPORTATION FOR ESCORTS AND AUTHORIZED FAMILY MEMBERS TO ATTEND FUNERAL OF DECEASED ACTIVE DUTY MEMBER.
- A6A.1.4. PREPARES INVITATIONAL TRAVEL ORDER FOR AUTHORIZED FAMILY MEMBERS.
- A6A.1.5. MAINTAINS CASE FILE ON AUTHORIZED DECEASED PERSONNEL.
- A6A.1.6. ARRANGES MILITARY HONORS.
- A6A.1.7. ASSISTS DECEASED MEMBER'S NEXT OF KIN WITH ESCORT SELECTION.

A6A.2. ADMINISTERS SEARCH AND RECOVERY PROGRAM:

- A6A.2.1. RECRUITS SEARCH AND RECOVERY (SAR) TEAM MEMBER.
- A6A.2.2. DEVELOPS TRAINING PLAN.
- A6A.2.3. SCHEDULES AND CONDUCTS SAR TEAM TRAINING.
- A6A.2.4. CONDUCTS SAR PRACTICE EXERCISE.
- A6A.2.5. EVALUATES SAR PRACTICE/EXERCISE.
- A6A.2.6. TRAVELS TO AND FROM ACCIDENT SITE.
- A6A.2.7. CONDUCTS/COORDINATES SAR FOR REMAINS.
- A6A.2.8. ASSISTS IN IDENTIFICATION OF REMAINS.
- A6A.2.9. REQUISITIONS AND CONTROLS SUPPLIES AND EQUIPMENT FOR SAR.

A6A.3. ADMINISTERS BASE HONOR GUARD PROGRAM:

- A6A.3.1. RECRUITS MEMBER.
- A6A.3.2. PLANS, SCHEDULES, AND CONDUCTS TRAINING SESSION.
- A6A.3.3. REQUESTS TDY ORDERS FOR OUT-OF-AREA TRAVEL.
- A6A.3.4. BRIEFS TEAM MEMBER PERFORMING HONORS.
- A6A.3.5. GATHERS AND DISPENSES EQUIPMENT.
- A6A.3.6. EVALUATES HONOR GUARD PERFORMANCE (QUARTERLY).
- A6A.3.7. ARRANGES TRANSPORTATION FOR HONORS TEAM.
- A6A.3.8. ARRANGES BILLETING FOR OUT-OF-AREA REQUIREMENT.
- A6A.3.9. BUDGETS FOR REPLACEMENT EQUIPMENT, SUPPLIES, AND TRAVEL.
- A6A.3.10. MANAGES THE HONOR GUARD INCENTIVE PROGRAM.

VARIANCES

MORTUARY AFFAIRS

A6C.1. Title. Positive Mission Variance for Port Mortuary Affairs Operations.

A6C.1.1. **Definition.** Dover AFB and Travis AFB have military facilities that process the remains of all deaths occurring overseas. The port facilities are used to process mass fatality incidents and provide support for military and civilian incidents. Facilities are open 24 hours per day, 7 days per week.

A6C.1.2. **Impact.** +8.000 constant manpower requirements per mortuary facility.

A6C.1.3. **Applicability.** Applies to Dover AFB and Travis AFB port mortuary facilities. Add three Services, AFSC 34M3 (civilian); three Services Journeymen, AFSC 3M051 (one SSG and two SRA); one Information Management Craftsman, AFSC 3A071 (civilian); and one Information Management Journeyman, AFSC 3A051 (civilian). The 34M3 positions are certified professional morticians.

A6C.2. Title. Positive Mission Variance for PACAF Air Force Mortuaries.

A6C.2.1. **Definition.** Mortuaries provide remains preparation (casketing and embalming) in addition to normal mortuary service (briefings, disposition instructions, SCO, and records administration).

A6C.2.2. **Impact.** +5.000 constant manpower requirements.

A6C.2.3. **Applicability.** Applies to Kadena and Yokota ABs only. Add one Services Craftsman, AFSC 3M071 (TSG), and four Services Journeymen, AFSC 3M051 (two SSG and two SRA).

A6C.3. Title. Positive Environment Variance for Mortuary Affairs Officer Staff.

A6C.3.1. **Definition.** Mortuary Affairs officer necessary to provide complete range of mortuary services to the military services on the Alaskan peninsula and associated area of responsibility.

A6C.3.2. **Impact.** +1.000 constant manpower requirement.

A6C.3.3. **Applicability.** Applies to Elmendorf AFB only.

A6C.4. Title. Positive Mission Variance for Mortuary Affairs.

A6C.4.1. **Definition.** Additional mortuary affairs workload, due to nearby regional hospitals, is required in providing assistance to next-of-kin for mortuary entitlement briefings, processing remains for shipment, coordinating with contract funeral homes, completing case files, training additional honor guard members, and processing requests for honors.

A6C.4.2. **Impact.** +1.000 constant manpower requirement.

A6C.4.3. **Applicability.** Applies to Eglin, McClellan, Edwards, Robins, Kelly, Wright-Patterson, and Keesler AFBs.

A6C.5. Title. Positive Mission Variance for Lackland Mortuary Affairs.

A6C.5.1. **Definition.** Due to the unusually large military retiree population residing in the San Antonio area, Lackland's enormous active duty military population, and--most significantly--the proximity of the Wilford Hall USAF Medical Center, Lackland's Mortuary Affairs caseload is staggering and dictates assignment of additional manpower requirements.

A6C.5.2. **Impact.** +2.000 constant manpower requirements.

A6C.5.3. **Applicability.** Applies to Lackland AFB only. Add two Services Journeymen, AFSC 3M051 (one SSG and one SRA).

A6C.6. Title. Positive Mission Variance for Mortuary Affairs.

A6C.6.1. **Definition.** The Academy cemetery requires Mortuary Affairs to manage coordination of funerals and interment in graves. This is in addition to the described mortuary duties in that the individual must coordinate and control all next-of-kin requests for chapel services, fly-overs, cadet squadron attendance, and graveside services throughout the year. Because all initial cadre and former cadets are among those eligible to be buried at the Academy, there are numerous requests for interment at the Academy cemetery.

A6C.6.2. **Impact.** +.300 constant manpower requirement.

A6C.6.3. **Applicability.** Applies to USAF Academy only.

A6C.7. Title. Positive Mission Variance for Mortuary Affairs, Search and Recovery, and Military Honors Operations.

A6C.7.1. **Definition.** Provides full mortuary affairs, search and recovery, and military honors operations for the Denver metro area, including Buckley ANG Base. The scope of operation includes all mortuary and honors responsibilities conducted at Fort Logan National Cemetery.

A6C.7.2. **Impact.** +1.000 constant manpower requirement.

A6C.7.3. **Applicability.** Applies to Peterson AFB only.

PROCESS ANALYSIS SUMMARY**MORTUARY AFFAIRS**

PROCESS TITLE	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
Administers Mortuary Affairs Program	Services Squadron	1.000
TOTAL FRACTIONAL MANPOWER		1.000

READINESS/PLANS (45C0)

A7.1. Core Composition. This AFMS was developed for the Readiness/Planning function.

A7.1.1. **Core Manpower Required.** 2 (Constant Manpower)

A7.1.2. **Core Range.** Not Applicable

A7.1.3. **Programming Factor.** Not Applicable

A7.2. Standard Data:

A7.2.1. **Approval Date.** July 1992

A7.2.2. **Man-hour Data Source.** Historical Data

A7.2.3. **Man-hour Equation.** $Y = 2$ (Constant Manpower)

A7.2.4. **Workload Factor.** Not Applicable

A7.2.5. Points of Contact:

A7.2.5.1. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A7.2.5.2. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A7.3. Application Instructions:

A7.3.1. **Core (fixed).** Allocate two manpower requirements as indicated on the Standard Manpower Table in Appendix B.

A7.3.2. **Variances.** Determine the manpower requirement for each approved variance in Appendix C that applies to the base undergoing application.

A7.3.3. **Total.** Sum the results of paragraphs A7.3.1. and A7.3.2. above to determine the total whole manpower requirement and round using current rounding rules.

A7.4. Statement of Conditions (SOC). There are no initiatives that affect the Readiness/Planning function.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

PROCESS ORIENTED DESCRIPTION

READINESS/PLANNING

ADMINISTERS READINESS PROGRAM:

A7A.1. PROVIDES LOGISTICS SUPPORT:

- A7A.1.1. INVENTORIES MOBILITY KIT.
- A7A.1.2. INVENTORIES PRIME READINESS-IN-BASE SERVICES (RIBS) FORMS KIT.
- A7A.1.3. MONITORS SUPPLY LISTING.
- A7A.1.4. REQUISITIONS SUPPLY/EQUIPMENT ITEM:
 - A7A.1.4.1. WRITES EQUIPMENT JUSTIFICATION.
 - A7A.1.4.2. COMPLETES REQUISITION FORM.
- A7A.1.5. RECEIVES EQUIPMENT/SUPPLIES.
- A7A.1.6. STORES EQUIPMENT/SUPPLIES.
- A7A.1.1.7. ISSUES MOBILITY EQUIPMENT.
- A7A.1.1.8. PROCESSES MOBILITY EQUIPMENT UPON TURN-IN.

A7A.2. MONITORS RIBS TEAM POSITION REQUIREMENT:

- A7A.2.1. MAKES RIBS TEAM ASSIGNMENT.
- A7A.2.2. UPDATES PERSONNEL ROSTER.
- A7A.2.3. REPOSTURES TEAM(S) AS DIRECTED BY MAJCOM.
- A7A.2.4. MONITORS DEPLOYMENT.
- A7A.2.5. MONITORS LEAVE AND TDY SCHEDULE.
- A7A.2.6. MONITORS MEDICAL PROFILE.

A7A.3. UPDATES UNIT AND BASE PLAN:

- A7A.3.1. REVIEWS AND UPDATES UNIT MOBILITY PLAN (ANNUAL).
- A7A.3.2. REVIEWS AND UPDATES CHECKLIST.
- A7A.3.3. BRIEFS CHANGES TO APPROPRIATE PERSONNEL.
- A7A.3.4. UPDATES BASE OR OPERATIONS PLAN:
 - A7A.3.4.1. REVIEWS PLAN.
 - A7A.3.4.2. DEVELOPS INPUT.
 - A7A.3.4.3. DISTRIBUTES COMPLETED PLAN.
 - A7A.3.4.4. FILES COMPLETED PLAN.
- A7A.3.5. COORDINATES AND MONITORS SUPPORT AGREEMENT.

A7A.4. MAINTAINS UNIT STORED MOBILITY BAG:

- A7A.4.1. ISSUES MOBILITY BAG FOR DEPLOYMENT.
- A7A.4.2. RECEIVES MOBILITY BAG UPON COMPLETION OF DEPLOYMENT.
- A7A.4.3. INVENTORIES MOBILITY BAG.
- A7A.4.4. REQUISITIONS REPLACEMENT FOR MOBILITY BAG ITEM.
- A7A.4.5. RECEIVES REPLACEMENT FOR MOBILITY BAG ITEM.
- A7A.4.6. BUDGETS FOR EQUIPMENT AND SUPPLIES NEEDED FOR RIBS PROGRAM.

VARIANCES

READINESS/PLANNING

A7C.1. Title. Negative Mission Variance for Force Management of Readiness.

A7C.1.1. **Definition.** Prime RIBS assignment, records, and training are maintained by Cadet Wing Resources (CWXM) due to the unique training capabilities of the Cadet Wing in food service. Individual equipment items are inventoried by CWXM. However, unit and base plans are reviewed, updated, corrected, coordinated, and monitored throughout this flight. This includes recall rosters, shelter stocking, disaster preparedness, civilian mobilization plans, unit control center plans, and overall taskings.

A7C.1.2. **Impact.** -1.000 constant manpower requirement.

A7C.1.3. **Applicability.** Applies to USAF Academy only.

A7C.2. Title. Positive Mission Variance for War Reserve Materiel (WRM).

A7C.2.1. **Definition.** Provides for determining requirements, identifying, obtaining, ordering, receiving, inventorying, storing, and maintaining WRM housekeeping and recreation assets for main operating bases (MOBS). This variance is based on workload unique to overseas bases. Some overseas locations require war reserve materiel housekeeping assets to be prepositioned at the main operating bases for wartime use. Peacetime workload includes determining type and quantity of WRM required; establishing supply authorizations; obtaining WRM funding; ordering, receiving, and storing WRM assets; and performing periodic inspections and maintenance.

A7C.2.2. **Impact:**

USAFE:

Lakenheath	+ .311 constant manpower
Mildenhall	+ .498 constant manpower
Ramstein	+ .685 constant manpower

PACAF:

Andersen	+ .170 constant manpower
Hickam	+ .170 constant manpower
Kadena	+ .662 constant manpower
Kunsan	+ .423 constant manpower
Misawa	+ .424 constant manpower
Osan	+ 1.482 constant manpower
Yokota	+ .848 constant manpower

A7C.2.3. **Applicability.** This variance applies to bases listed above only.

PROCESS ANALYSIS SUMMARY**READINESS/PLANNING**

PROCESS TITLE	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
Administers Readiness Program	Services Squadron	2.000
TOTAL FRACTIONAL MANPOWER		2.000

LIBRARY (45G1)

A8.1. Core Composition. This AFMS was developed for a Library function to support a wing.

A8.1.1. **Core Manpower Required.** 6

A8.1.2. **Core Range.** 5 - 9

A8.2. Standard Data:

A8.2.1. **Approval Date.** July 1992

A8.2.2. **Man-hour Data Source.** Historical data/questionnaire.

A8.2.3. **Man-hour Equation.** Refer to the manpower matrix shown below.

Authorized Military Population	Earned Manpower
1000 to 2000	5
2001 to 3000	6
3001 to 5500	7
5501 to 9000	8
Over 9000	9

A8.2.4. Workload Factor:

A8.2.4.1. **Title.** Military Population Authorized.

A8.2.4.2. **Definition.** The total authorized military population supported by an installation.

A8.2.4.3. **Source.** Unit Manpower Document (UMD) maintained at the Wing Manpower Office. Use the fourth quarter and include all military authorizations in File Part A supported by the installation excluding contract man-year equivalents. For AETC, include fourth quarter military authorizations in File Part D to account for student population. Use local records for support of other services with an authorized interservice support agreement.

A8.2.5. Points of Contact:

A8.2.5.1. **Functional Representative.** Mr. Billy Carter, HQ AFSVA/SVXH, DSN 487-2826.

A8.2.5.2. **AFCQMI Representatives.** Mr. Larry McAllister, AFCQMI/MQBA, DSN 487-5910, ext 3123; and Ms. Audrey Tudyk, AFCQMI/MQBA, DSN 487-5910, ext 3107.

A8.3. Application Instructions. Determine the total military population authorized on the installation and refer to the manpower matrix in paragraph 8A.2.3 above for earned manpower. Add or subtract any applicable variances and round using current rounding rules.

A8.4. Statement of Conditions (SOC). At least 30 percent of the core base hours of operation are scheduled on evenings and weekends; and the minimum hours of operation are 55 hours per week.

Appendices

A - Process Oriented Description

B - Standard Manpower Table

C - Variances

D - Process Analysis Summary

PROCESS ORIENTED DESCRIPTION**LIBRARY****A8A.1. ADMINISTERS LIBRARY:**

- A8A.1.1. DEVELOPS AND REVIEWS DIRECTIVE.
- A8A.1.2. COORDINATES WITH OTHER ACTIVITY.
- A8A.1.3. DETERMINES EQUIPMENT, FACILITY, AND PERSONNEL REQUIREMENT.
- A8A.1.4. DEVELOPS AND EVALUATES BUDGET.
- A8A.1.5. ACCOMPLISHES PUBLIC RELATIONS; PREPARES INFORMATION FOR PUBLICATION IN THE BASE NEWSPAPER AND OTHER MEDIA ADVERTISING ACTIVITY TO BASE PERSONNEL.
- A8A.1.6. CONDUCTS SPECIAL ACTIVITY, SUCH AS SUMMER READING PROGRAM, LANGUAGE CLASS, STORY HOUR, ART SHOW, MUSIC PROGRAM, OR ANY OTHER SPECIAL ACTIVITY OR PROGRAM.
- A8A.1.7. MONITORS COPYING SERVICE OPERATION.

A8A.2. MONITORS LIBRARY MATERIAL:

- A8A.2.1. DETERMINES REQUIREMENT.
- A8A.2.2. ORDERS LIBRARY MATERIAL.
- A8A.2.3. RECEIVES OR SHIPS LIBRARY MATERIAL.
- A8A.2.4. CATALOGS LIBRARY MATERIAL.
- A8A.2.5. PROCESSES LIBRARY MATERIAL.
- A8A.2.6. MAINTAINS LIBRARY MATERIAL.
- A8A.2.7. MAINTAINS CIRCULATION.
- A8A.2.8. PROVIDES CUSTOMER SERVICE.
- A8A.2.9. INVENTORIES LIBRARY MATERIAL.
- A8A.2.10. ADMINISTERS RENTAL COLLECTION.

A8A.3. ADMINISTERS OFFICE COLLECTION:

- A8A.3.1. DETERMINES REQUIREMENT.
- A8A.3.2. ORDERS LIBRARY MATERIAL.
- A8A.3.3. MAINTAINS OFFICE COLLECTION MATERIAL.
- A8A.3.4. PROVIDES CUSTOMER SERVICE.
- A8A.3.5. INVENTORIES OFFICE COLLECTION MATERIAL.

A8A.4. PROVIDES LIBRARY REFERENCE AND PUBLIC SERVICE:

- A8A.4.1. ANSWERS INQUIRY.
- A8A.4.2. LOCATES MATERIAL.
- A8A.4.3. INSTRUCTS PATRON.
- A8A.4.4. PERFORMS RESEARCH.
- A8A.4.5. RESERVES MATERIAL.

A8A.5. SUPPORTS EDUCATION PROGRAM:

- A8A.5.1. DETERMINES REQUIREMENT.
- A8A.5.2. ORDERS EDUCATION MATERIAL.
- A8A.5.3. MAINTAINS EDUCATIONAL SUPPORT MATERIAL.
- A8A.5.4. PROVIDES CUSTOMER SERVICE.

[illegible]

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VARIANCES

LIBRARY

A8C.1. Title. Positive Mission Variance for AETC Student Support.

A8C.1.1. **Definition.** This variance is to allow AETC bases with student populations to receive credit for services provided to the students.

A8C.1.2. **Impact.** Varies from base to base.

A8C.1.3. **Applicability.** For AETC PCS and pipeline student population, use the Simulation Model for Allocation of Resources for Training (SMART) program from AETC Technical Training. Use the average daily PCS and pipeline student load for the fourth quarter of the fiscal year being priced out. For pilot and navigator training, use the PFT to determine projected student load. For Air War College and Air Command and Staff College (Maxwell only), use the projected PCS student population from the Air University Operating Program (AUOP). Add the number of students obtained from the above sources to the File Part A authorizations and refer to the manpower matrix at Appendix B to determine the flight requirements.

A8C.2. Title. Positive Environment Variance for Additional Manpower for the Ramstein Library Based on Its Functioning as a Command Reference Center.

A8C.2.1. **Definition.** The Ramstein and Vogelweh base libraries serve an Air Force population of 9,900, an Army population of 8,500, a NATO military population of 370, plus 2,630 civilian employees. The Ramstein library is designated as the Command Reference and Interlibrary Loan Center. As such, it has the largest collection of books, periodicals, microforms, and CD-ROM information programs in USAFE. Ramstein also regularly searches DIALOG, OCLC, and other on-line services for use of its community and for patrons at other libraries.

A8C.2.2. **Impact.** +2.000 constant manpower requirements.

A8C.2.3. **Applicability.** Applies to Ramstein AB only. Add two Information Management Apprentices, AFSC 3A031.

A8C.3. Title. Positive Environment Variance for Additional Manpower for the Geographically Separated Vogelweh Library.

A8C.3.1. **Definition.** The Vogelweh base library serves an Air Force population of 9,900, an Army population of 8,500, a NATO military population of 370, plus 2,630 civilian employees.

A8C.3.2. **Impact.** +6.000 constant manpower requirements.

A8C.3.3. **Applicability.** Applies to Vogelweh AB only. Add two Information Management Journeymen, AFSC 3A051, and four Information Management Apprentices, AFSC 3A031.

A8C.4. Title. Positive Mission Variance for a Branch Operation.

A8C.4.1. **Definition.** A full-service library facility operated in addition to the primary facility, where distance between the main library facility and work areas, customer volume, facility space limitations, or special mission requirements dictate the need for an additional library facility with hours of operation that complement those of the primary facility. **NOTE:** Langley AFB operates a full-service library branch at Bethel Manor housing. The branch meets library needs of residents, including educational studies of elementary and secondary students. Military personnel also use the Bethel branch for initial academic research.

A8C.4.2. **Impact.** +3.000 constant manpower requirement.

A8C.4.3. **Applicability.** Applies to Langley AFB only. Add one Information Management Journeyman, AFSC 3A051, and two Information Management Apprentices, AFSC 3A031.

A8C.5. Title. Positive Mission Variance for Library Support to Fighter and Strategic Weapons Schools.

A8C.5.1. **Definition.** Allows man-hour credit to maintain academic libraries at Strategic and Fighter Weapons schools.

A8C.5.1.1. The Strategic and Fighter Weapons schools maintain sizable technical collections in support of the academic curricula. The Ellsworth library staff meet with faculty to determine appropriate acquisitions to meet course studies, budget for material support of the library, prepare acquisitions orders, follow up on nonreceipt or problems, process and catalog materials, track funds, hand-receipt materials, inventory collection, provide on-line research and interlibrary loan to faculty and students, and provide library familiarization classes to students as part of their established curriculum. The Strategic Weapons school library is similar in concept to a small technical library but is managed by the Base library staff.

A8C.5.1.2. The Nellis Fighter Weapons school library has a library staff but no librarian. The Nellis librarian budgets for material support of the curriculum, performs online research and interlibrary loan, and hand-receipts materials to the Fighter Weapons library. An inventory is performed annually and the Nellis librarian must maintain coordination with faculty and students to meet curriculum needs.

A8C.5.2. **Impact.** Ellsworth: +.500 constant manpower requirement.
Nellis: +.250 constant manpower requirement.

A8C.5.3. **Applicability.** Applies to Ellsworth and Nellis AFBs only. Add one Information Management Journeyman, AFSC 3A051.

A8C.6. Title. Negative Mission Variance for Base Library.

A8C.6.1. **Definition.** This variance deletes the manpower requirements from the Combat Support Flight. The Base Library for the USAF Academy is managed by the Dean of Faculty (DF) function as satellite to the Cadet Library. This combination is an efficiency that results in reduced supervisory overhead.

A8C.6.2. **Impact.** -6.000 constant manpower requirements.

A8C.6.3. **Applicability.** Applies to USAF Academy only.

A8C.7. Title. Positive Mission Variance for Library Regional Reference Center.

A8C.7.1. **Definition.** Provides for time spent at Aviano AB providing service as a designated hub library, serving Air Force, Army, and Navy libraries in the Mediterranean area through use of CD-ROM programs, library automation, electronic mail, datafax, and on-line services. Also provides for time spent providing services to patrons through computer technology. Responsible for an information network serving libraries in Turkey, Spain, and Italy.

A8C.7.2. **Impact.** +1.000 constant manpower requirement.

A8C.7.3. **Applicability.** Applies to RAF Lakenheath and Aviano AB only. Add one Information Management Journeyman, AFSC 3A051, to each base.

A8C.8. Title. Positive Mission Variance for a Branch Operation at Wilford Hall Medical Center.

A8C.8.1. **Definition.** A library annex operates in addition to the primary facility, where distance between the main library facility and work areas, customer volume, facility space limitations, or special mission requirements dictate the need for an additional library facility with hours of operation that complement those of the primary facility. Lackland

AFB operates an annex library at Wilford Hall Medical Center. The positions are required to meet mission requirements at Wilford Hall Medical Center.

A8C.8.2. **Impact.** +2,000 constant manpower requirement.

A8C.8.3. **Applicability.** Applies to Lackland AFB only. Add one Information Management Journeyman, AFSC 3A051, and one Information Management Apprentice, AFSC 3A031.

A8C.9. Title. Positive Mission Variance for Selected Libraries in USAFE

A8C.9.1. **Definition.** The three base libraries listed support a population of 17,700 graduate and undergraduate students. The need for this variance is based on increased workload associated with the high number of undergraduate, vocational, and graduate student enrollments. The libraries have had to extend their hours of operation to handle the increased workload. In addition, these libraries are the primary source of English language research and reference materials for course/degree completion.

A8C.9.2. **Impact.** +2 constant manpower requirement for Ramstein
+1 constant manpower requirement for Spangdahlem and RAF Lakenheath

A8C.9.3. **Applicability.** Applies to Ramstein, Spangdahlem, and RAF Lakenheath only.

PROCESS ANALYSIS SUMMARY**LIBRARY**

PROCESS TITLE	PROJECTED WORKLOAD	FRACTIONAL MANPOWER
1. Administers Library	An Authorized Base Library	1.238
2. Monitors Library Material	An Authorized Base Library	2.923
3. Administers Office Collection	An Authorized Base Library	0.737
4. Provides Library Reference and Public Service	An Authorized Base Library	0.405
5. Supports Education Program	An Authorized Base Library	0.697
Total Fractional Manpower		6.000